

Canada Border Services Agency

2007-2008 Estimates

Part III – Report on Plans and Priorities

The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety
(Public Safety and Emergency Preparedness)

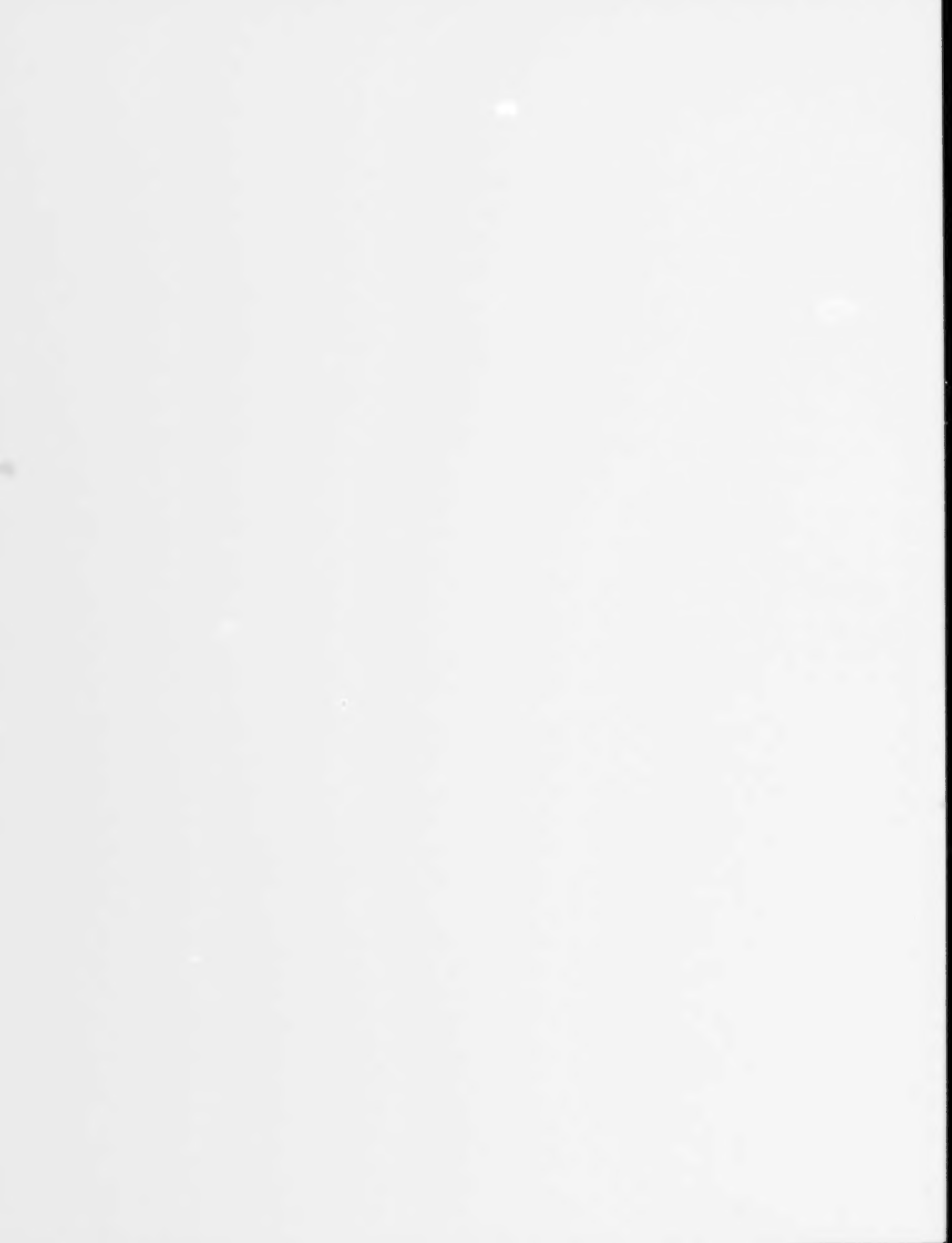


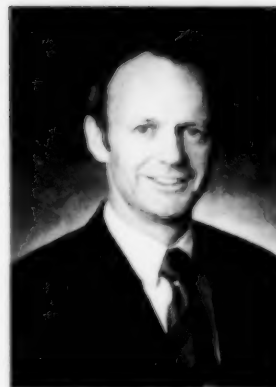
Table of Contents

SECTION I – OVERVIEW	1
Minister's Message	2
President's Message	3
Management Representation Statement	4
Summary Information	5
Overview — Who We Are	6
Operating Environment – What We Do	7
Departmental Plans and Priorities	10
SECTION II – ANALYSIS OF PROGRAM ACTIVITIES	17
Preface	18
Program Activity: Access	19
Program Activity: Security	25
Program Activity: Science and Technology-based Innovation	33
SECTION III – SUPPLEMENTARY INFORMATION	39
Organizational Information	40
Table 1: Departmental Planned Spending and Full-time Equivalents	41
Table 2: Program Activities by Strategic Outcome	42
Table 3: Voted and Statutory Items Listed in Main Estimates	43
Table 3a: Explanation of Year-over-year Changes	44
Table 4: Services Received Without Charge	46
Table 5: Summary of Capital Spending by Program Activity	47
Table 6: Sources of Respendable and Non-respendable Revenue	48
Table 7: Resource Requirement by Branch	50
Table 8: Details on Project Spending	51
Table 9: Status Report on Major Crown Projects	52
Table 10: Sustainable Development Strategy	53
Table 11: Internal Audits and Evaluations	55
Table 12 Horizontal Initiatives	57
SECTION IV – OTHER ITEMS OF INTEREST	59
Corporate Management and Direction	60
Appendix A: Examples of Key Partners and Stakeholders	68
Appendix B: Human Resources Plan	69

SECTION I – OVERVIEW

Minister's Message

As Minister of Public Safety, I am pleased to once again be presenting to Parliament the Report on Plans and Priorities for the Canada Border Services Agency (CBSA). Serving as Minister responsible for the CBSA has given me the opportunity to learn about border issues and reflect on the importance of well-functioning borders to this country. Canadians live and work in a global community that offers unprecedented opportunities through trade and intercultural exchange, while also presenting risks to their safety, health and prosperity. Canadians treasure their open, compassionate and just society. They welcome visitors and immigrants who seek to experience Canada's natural beauty, freedom and opportunity, and they embrace free trade with other nations. But Canadians also insist on vigilance against individuals and organizations that would exploit our generosity and openness. Smart, secure borders have become essential to preserving a cherished way of life.



Canada's New Government has shown a substantive commitment to ensuring that the CBSA can meet its dual mandate of securing the border and facilitating the flow of lawful trade and travel. Budget 2006 provided \$543 million over five years for initiatives that will further modernize border management and support priorities of the Security and Prosperity Partnership (SPP), which is a trilateral effort to enhance the security of North America, its competitiveness, and the economic well being of its citizens. These types of initiatives will not only innovate border management using the latest science and technology, but will also strengthen our relationships with our neighbours, and our partners in the trade and travel community who likewise benefit from a more secure, competitive and prosperous Canada.

The coming year will also focus on delivering another commitment of our government as the Agency will begin to deploy fully trained and armed border services officers and to eliminate situations where they are required to work alone.

Being in the public security business demands constant innovation to deal with emerging threats and to respond to increasing demands for border services. It is important that the CBSA has the capacity to face these challenges and protect the safety and prosperity of Canadians, now and in the future.

I want to thank the women and men of the CBSA for their continued dedication, integrity and professionalism. They can be proud of the good work they do in keeping our country safe.

The Honourable Stockwell Day, P.C., M.P.
Minister of Public Safety

President's Message

As we reflect on our first three years and plan for the balance of the decade, the Canada Border Services Agency (CBSA) faces challenges in consolidating our achievements, responding to increased demands for border services, solidifying our corporate infrastructure, and accelerating border innovations that will further strengthen Canada's security and prosperity.



Our success to date is largely based on the deployment of a three-pronged strategy: receiving advance electronic information on who and what is coming to Canada; turning information into intelligence using sophisticated risk-assessment systems and effective risk management; and building facilitation programs for low-risk people and goods. This strategy allows us to expedite the legitimate travel and trade that is Canada's lifeblood, while defending against the individuals and goods that threaten Canada's security and prosperity. With more than \$350 billion in annual imports, we also play a key role in trade administration—supporting Canadian competitiveness and contributing to a fair and secure marketplace—while collecting \$27 billion in border duties and taxes, or 5 percent of the federal budget.

While the CBSA has successfully merged three organizations involved in border operations into a single integrated agency, we now face the challenge of countering critical resource pressures to respond to emerging demands, opportunities and threats, while investing in the corporate infrastructure and systems required to support a 13,000 person, \$1.5 billion organization. We look forward to working with Central Agencies to develop options to overcome these challenges.

Our continued success also requires investments in a series of very significant long-term projects. Foremost among these commitments are arming border officers and implementing new initiatives under the Security and Prosperity Partnership of North America, including eManifest and the expansion of Nexus Air to seven Canadian Airports. Much of our work over the coming year will be dedicated to these projects, as well as to improving our ability to identify, analyze and mitigate risk, and to strengthening the international and private sector partnerships that form a critical element of smart, secure borders.

Most instrumental to our success are our people; their professionalism, integrity, knowledge and commitment to excellence provide our smartest border defence. It is therefore our foremost priority to invest in the skill and security of our employees, and the tools that will allow them to continue transforming Canada's border management.

Alain Jolicoeur
President
Canada Border Services Agency

Management Representation Statement

I submit for tabling in Parliament, the 2007-2008 Report on Plans and Priorities for the Canada Border Services Agency.

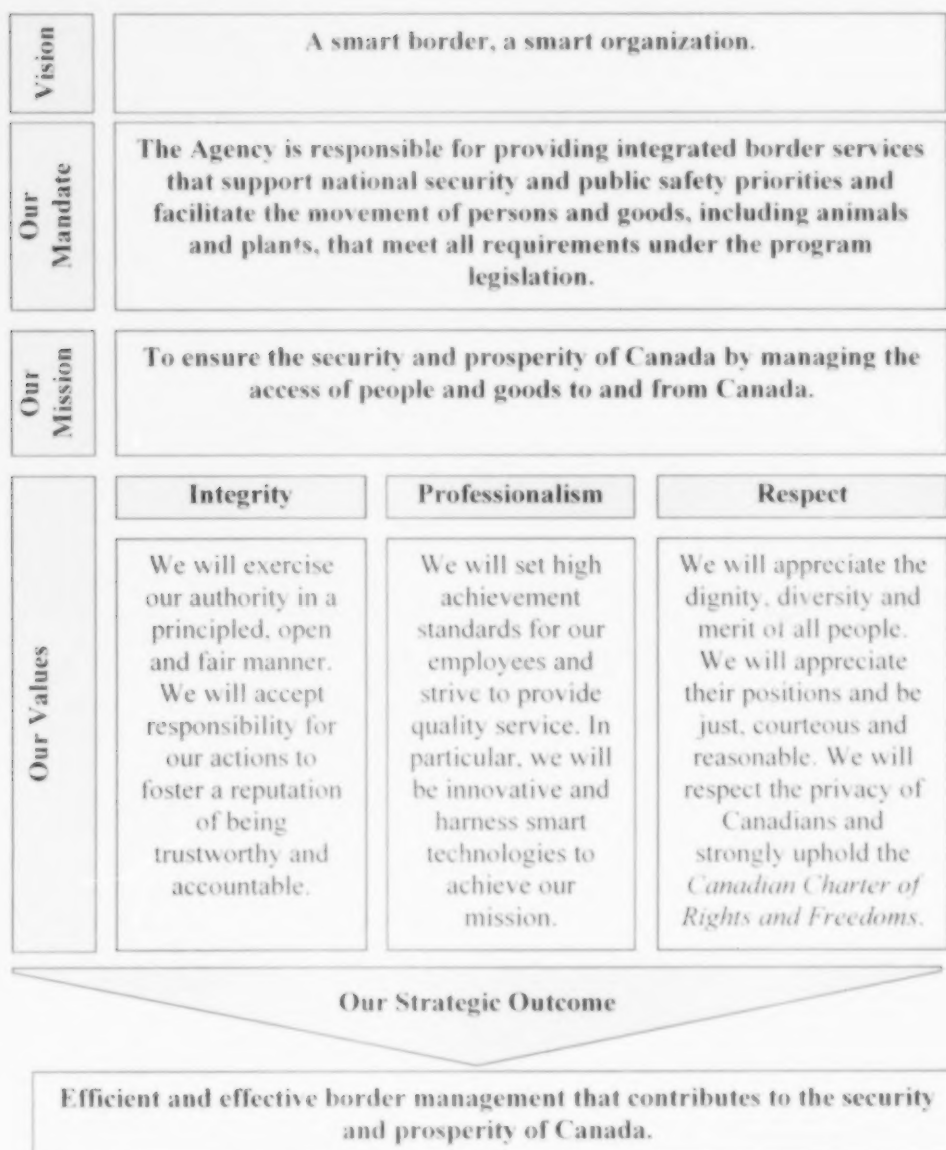
This document has been prepared based on the reporting principles contained in the *Guide for the Preparation of Part III of the 2007-2008 Estimates: Reports on Plans and Priorities and Departmental Performance Reports*:

- It adheres to the specific reporting requirements outlined in the Treasury Board Secretariat guidance;
- It is based on the department's Strategic Outcome and Program Activity Architecture that were approved by the Treasury Board;
- It presents consistent, comprehensive, balanced and reliable information;
- It provides a basis of accountability for the results achieved with the resources and authorities entrusted to it; and
- It reports finances based on approved planned spending numbers from the Treasury Board Secretariat in the RPP.

Alain Jolicœur
President

Canada Border Services Agency

Summary Information



Financial Resources (thousands of dollars)

2007-2008	2008-2009	2009-2010
1,443,465	1,485,853	1,454,062

Human Resources (Full Time Equivalents (FTE))

2007-2008	2008-2009	2009-2010
13,023	13,468	13,505

Overview — Who We Are

The Canada Border Services Agency (CBSA) is a key player in the Government of Canada and contributes to the security and prosperity of Canada through the effective and efficient management of our borders. Created in December 2003, the CBSA is an integral part of the Public Safety and Emergency Preparedness Canada portfolio, which was established to protect Canadians and maintain a peaceful and safe society.

The CBSA's benefit to Canadians

The *Canada Border Services Agency Act* gives the CBSA the mandate to provide integrated border services that support national security and public safety priorities and facilitate the movement of persons and goods, including animals and plants, that meet all requirements under the program legislation.

The CBSA is a key federal partner in protecting Canadians from threats to public safety and health. To ensure that the border remains open to low-risk travel and commerce but closed to crime and terrorism, the CBSA works cooperatively with its North American counterparts in implementing a border strategy that relies on technology, information sharing and biometrics to create a smart and secure border.

Even as the CBSA enhances border security, it is developing measures and programs to expedite legitimate trans-border movement. Facilitating the lawful and fluid flow of low-risk people and goods into and out of Canada is essential to our national economic vitality. Because of this, the CBSA dedicates significant effort and resources to the development of cutting-edge technological solutions to process travellers and commercial shipments in a more effective and efficient manner. The CBSA also invests in business continuity planning to ensure that the border stays open if we are faced with any unanticipated emergency, such as power failures, natural disasters or a health or human crisis.

The CBSA also employs a program of responsible enforcement and an effective sanctions regime that may be applied to persons and groups that contravene Canadian border laws. These measures promote compliance and provide a level playing field for all travellers and traders.

The collection of import duties and taxes represents a very important function for the CBSA. Revenue collection by the CBSA is very significant, with an average daily collection of \$9.1 million in import duties, \$63.7 million in goods and services tax/harmonized sales tax

(GST/HST), and various excise duties, taxes and liquor board fees. In total, these revenues account for \$27 billion per year, which represents five percent of the federal budget.

The CBSA is a cost-effective, transparent and accountable agency. We demonstrate fiscal prudence to Canadians through sound comptrollership measures, internal audits and program evaluations.

Operating Environment – What We Do

The CBSA provides integrated border services that balance the need to support national security and public safety priorities with the facilitation of cross-border movement of legitimate trade and travellers. In order to do so, we constantly identify, analyze and mitigate risk. Every day, our employees make thousands of real-time decisions that affect the security and prosperity of Canadians.

The CBSA delivers its programs and services in a complex environment that is rapidly evolving.

To keep pace, and in efforts to enhance the security and prosperity of the nation, the CBSA advances collaboration with both domestic and international partners in areas as diverse as security, trade facilitation, immigration and public health.

The CBSA carries out its responsibilities with a workforce of approximately 13,000 employees, including over 7,200 uniformed border services officers that provide services at some 1,200 points across Canada and 39 international locations.

Altogether, we manage 119 land-border crossings and operate at 13 international airports. Sixty-one of these land-border crossings and nine of our international airports operate on a 24/7 basis. Our officers carry out marine operations at three major ports in Halifax, Montreal and Vancouver as well as at numerous marinas and reporting stations, and perform rail operations at 27 rail sites. We also process and examine international mail at three mail centres located in Vancouver, Toronto and Montreal.

The CBSA processes an average of 266,000 travellers entering Canada each day. Taken together in 2005-2006 we processed more than 96 million¹ travellers arriving by highway, air, sea and rail.

We collect an average of \$9.1 million in import duties, and \$63.7 million in GST/HST each day. The value of cross-border trade with the United States alone averages \$1.9 billion a day. In the 2005-2006 fiscal year, an average of 18,200 trucks arrived every day, with over 10,000 of these cleared through the southern Ontario border crossings. We also cleared 70,289 passenger planes, 5,350 cargo planes and 179,120 marine vessels. In addition, we handled over 9 million clearance requests for commercial goods.

¹ As a result of the ongoing quality assurance and quality control of the information in the CBSA's operational databases, the statistic published in this RPP differs from that published in the *2005-2006 Departmental Performance Report*.

The CBSA administers more than 90 acts, regulations and international agreements, many on behalf of other federal departments and agencies, the provinces and the territories. For example:

✓ <i>Citizenship Act</i>	✓ <i>Health of Animals Act</i>
✓ <i>Criminal Code</i>	✓ <i>Immigration and Refugee Protection Act</i>
✓ <i>Customs Act</i>	✓ <i>Plant Protection Act</i>
✓ <i>Customs Tariff</i>	✓ <i>Proceeds of Crime (Money Laundering) and Terrorist Financing Act</i>
✓ <i>Excise Act</i>	✓ <i>Special Import Measures Act</i>
✓ <i>Excise Tax Act</i>	
✓ <i>Export and Import Permits Act</i>	
✓ <i>Food and Drugs Act</i>	

The CBSA is responsible for the following:

- administering legislation that governs the admissibility of people and goods, plants and animals into and out of Canada;
- detaining those people who may pose a threat to Canada;
- removing people who are inadmissible to our country, including those involved in terrorism, organized crime and war crimes or crimes against humanity;
- interdicting illegal goods entering or leaving the country;
- protecting food safety, plant and animal health and Canada's resource base;
- promoting Canadian business and economic benefits by administering trade legislation and trade agreements to meet Canada's international obligations;
- enforcing trade remedies that help protect Canadian industry from the injurious effects of dumped and subsidized imported goods;
- administering a fair and impartial redress mechanism;
- promoting Canadian interests in various international fora and with international organizations; and
- collecting applicable duties and taxes on imported goods.

Our partners and stakeholders

In collaboration with our portfolio partners, we contribute to the health, security and economic prosperity of Canadians. Given the nature of our work, the CBSA is involved in strategic partnerships with many government departments and agencies at home and abroad (see [Appendix A](#) for additional information). One of our key strategic partners is Citizenship and Immigration Canada, with whom we work closely and provide a variety of enforcement and intelligence operations. Similarly, the CBSA has strong partnerships with the Canada Revenue Agency, one of our major service providers, as well as with U.S. Customs and Border Protection and U.S. Immigration and Customs Enforcement. Dependable and timely communications with partners and stakeholders are key to minimizing risk and maximizing economic advantage for Canadians.

The CBSA also works on increasing cooperation and relationship building with other government departments to address major terrorist, pandemic and other human/national security

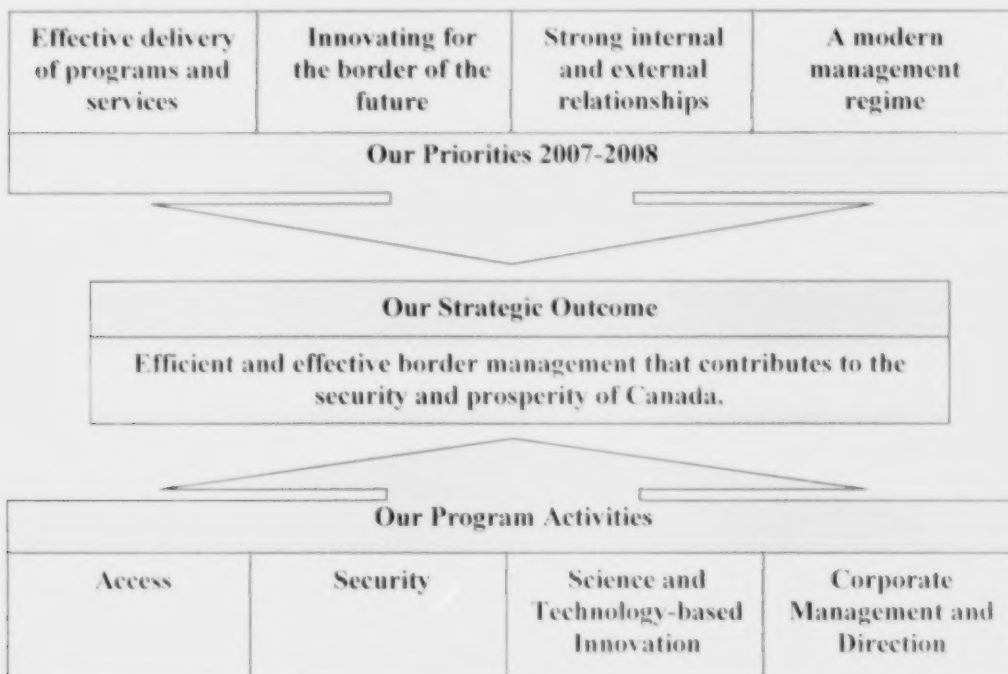
risks. To this end, the CBSA works closely with various international institutions to ensure that the CBSA is strategically positioned with other government bodies and stakeholders to face and respond to global challenges.

The Canada Border Services Advisory Committee (CBSAC) provides independent advice and serves as a sounding board on major trends and developments that may affect the management of Canada's borders, as well as the priorities, business and operations of the CBSA. The CBSAC comprises some 24 stakeholders representing the private sector, the immigration community, travellers, the general public and academia.

The CBSA is committed to consulting with Canadian commercial stakeholders on strategies, policies, operational programs and administrative procedures that govern and affect Canada's commercial trade. In support of this commitment, the Border Commercial Consultative Committee (BCCC) provides CBSA officials and commercial stakeholders with a forum for dialogue on Canada's border operations. The BCCC is composed of 27 of the CBSA's major private-sector stakeholder organizations, and meets at least twice yearly.

Departmental Plans and Priorities

The CBSA has developed a three-year Strategic Plan for 2007-2008 – 2009-2010. The Strategic Plan identifies four priorities that support our strategic outcome and introduces strategic goals under each priority. Each goal further describes a set of activities that the Agency will undertake in 2007-2008. All the components of our Strategic Plan support broader Government of Canada priorities. Specifically, our strategic outcome reflects the federal government's commitment to safe and secure communities, a fair and secure market place, and a strong and mutually beneficial North American partnership.



The four strategic priorities are considered to be ongoing as they are explicitly identified in previous CBSA planning documents tabled in Parliament. Each priority continues to support the CBSA's future strategic direction.

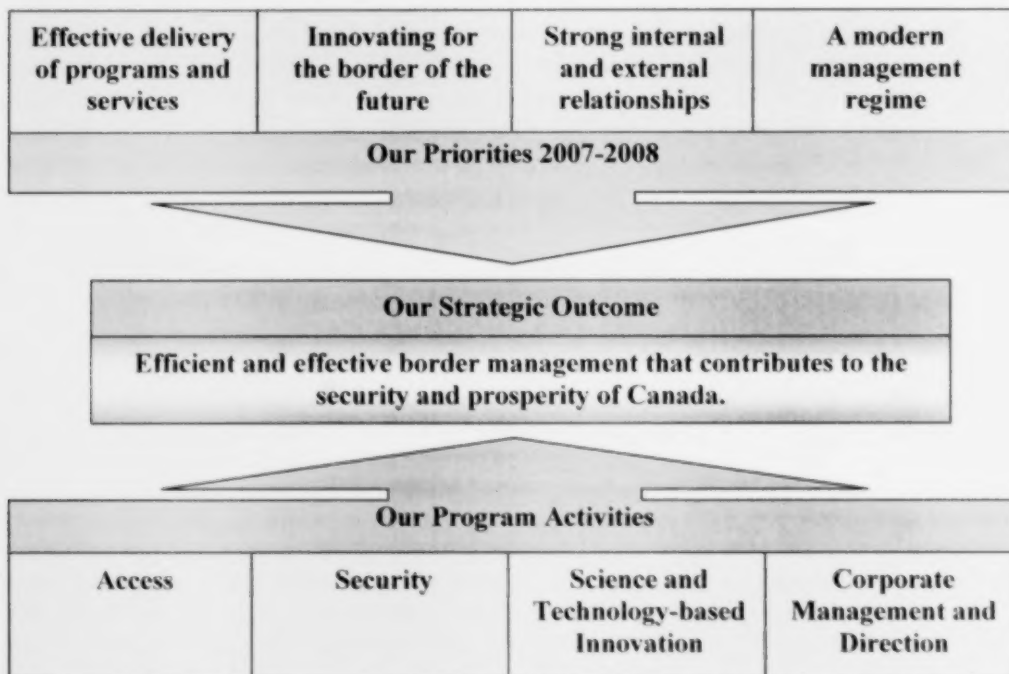
Delivering on our priorities

Since its creation in 2003, the CBSA has worked to integrate the functions and responsibilities of its three legacy organizations (the Canada Customs and Revenue Agency, Citizenship and Immigration Canada and the Canadian Food Inspection Agency) into a consolidated whole. This merger allowed for border service professionals to work within the same agency to improve and accelerate protection and facilitation initiatives already in place, and to develop strategic approaches to border management to keep pace with new and emerging threats.

As the Agency has evolved and matured, so have the demands placed upon it. Requests for services and programs have increased, and working on the broader Government of Canada objectives of harnessing opportunities in the light of global challenges remains an ever-constant

Departmental Plans and Priorities

The CBSA has developed a three-year Strategic Plan for 2007-2008 – 2009-2010. The Strategic Plan identifies four priorities that support our strategic outcome and introduces strategic goals under each priority. Each goal further describes a set of activities that the Agency will undertake in 2007-2008. All the components of our Strategic Plan support broader Government of Canada priorities. Specifically, our strategic outcome reflects the federal government's commitment to safe and secure communities, a fair and secure market place, and a strong and mutually beneficial North American partnership.



The four strategic priorities are considered to be ongoing as they are explicitly identified in previous CBSA planning documents tabled in Parliament. Each priority continues to support the CBSA's future strategic direction.

Delivering on our priorities

Since its creation in 2003, the CBSA has worked to integrate the functions and responsibilities of its three legacy organizations (the Canada Customs and Revenue Agency, Citizenship and Immigration Canada and the Canadian Food Inspection Agency) into a consolidated whole. This merger allowed for border service professionals to work within the same agency to improve and accelerate protection and facilitation initiatives already in place, and to develop strategic approaches to border management to keep pace with new and emerging threats.

As the Agency has evolved and matured, so have the demands placed upon it. Requests for services and programs have increased, and working on the broader Government of Canada objectives of harnessing opportunities in the light of global challenges remains an ever-constant

demand. Given these challenges and, in light of scarce resources, the CBSA is at a turning point in its history. As such, the coming year will in many ways shape and determine the Agency's direction. A critical enabler to the Agency's success in these areas is its ability to achieve its strategic outcome through all of its priorities, with a particular emphasis on a modern management regime.

Ensuring that the CBSA has an adequate resource base in place to deliver on Government of Canada priorities and adequately discharge its mandate is fundamental. Within a public sector focused on management excellence and increased accountability, the CBSA must continue to make cost-effective choices that reflect its solid corporate foundation and its ability to deliver high-quality, effective border services that will meet the demands of today and the future.

In 2007-2008, the Agency's Strategic Plan sets out an ambitious agenda of priorities and goals for the next three years. Throughout the fiscal year, the CBSA will move ahead with the activities outlined in this RPP that will help us advance our priorities and, ultimately, move us closer to our vision of "a smart border, a smart organization".

However, in fiscal year 2008-2009 and beyond, the CBSA will face significant pressures that will challenge our ability to deliver on our mandate, advance our Strategic Plan, and ensure program integrity and sustainability. For example, we operate one of the largest, most complex and business-critical information technology functions in the Government of Canada. Our capacity in this area is being stretched due to a demanding strategic agenda and increased volume of transactions, as well as rising maintenance and service costs. We are also seeing an increase in the volume of activity within some of our core functions, including customs, trade and front-line immigration, due to the introduction of new programs and changes in responsibility emanating from legislative changes. As well, while we have made progress to enhance our central corporate functions, sustaining such improvements and meeting the growing requirements for accountability and modern management will further stretch limited resources.

Furthermore, while the CBSA received additional funds (\$433 million over five years) in October 2005 to increase capacity at the border, this funding is set to expire in 2010-2011. Renewal of this funding will be considered in light of the results of a Treasury Board Secretariat-mandated third-party resource review completed in 2006-2007. This reflects the increasing attention devoted to ensuring that the CBSA's resource base is sufficient to fulfill its mandate and to meet the needs and exceed the expectations of Canadians. This recently completed review has provided profound insights into the limits that the CBSA must overcome in order to carry out its core functions and responsibilities, while at the same time maintaining flexibility and building the capacity necessary to move forward on its innovation agenda. Without sufficient base funding to meet ever-shifting demands and challenges, the integrity of our base programs is at risk. In 2007-2008, CBSA will work with central agencies to develop a strategy for moving forward on the results of the Review. Acting on the findings and recommendations of this Review is of critical importance to ensure that the CBSA remains vital in the future and that its base resources are sufficient to contribute to the security and prosperity of Canadians.

Strategic priority 1: Effective delivery of programs and services

The Agency continues to make effective delivery of programs and services its top priority to aid in advancing the Government of Canada's commitment to provide a fair and reliable marketplace while tackling crime to ensure safe and secure communities for all Canadians.

In order to advance this strategic priority in the 2007-2008 fiscal year, the CBSA has committed to three new strategic goals:

1. Build and maintain program expertise and understanding across the Agency.
 - In 2007-2008, the Agency will continue to promote ways to enhance its program expertise in its immigration, food, plant and animal programs. This will further complement the CBSA's strong customs programs and expertise.
2. Develop an integrated framework for effective program delivery.
 - Having an integrated framework will allow the CBSA to increase its ability to identify and interdict people and goods of high or unknown risk while expediting the flow of low-risk travellers and trade.
3. Improve border security by beginning the process of providing duty firearms to CBSA officers who work at land border crossings and marine commercial operations, as well as to officers who performs inland enforcement functions.
 - The 2006 federal budget allocated \$101 million over two years to start the process of arming CBSA officers and eliminating work-alone situations. Over 2007-2008, the CBSA will take measures to begin the process of providing duty firearms to CBSA officers and providing the required training for their use and safe handling.

To achieve these goals, the Agency will take part in the following activities in 2007-2008:

- undertaking an analysis of the types of services and skill sets required for delivering CBSA programs related to immigration and food, plant and animal inspection;
- modifying or updating the existing CBSA orientation modules and rolling them out to CBSA employees;
- developing a recruitment, retention and succession plan for people working in immigration and food, plant and animal inspection program areas of critical risk;
- developing an agency-wide program compliance management plan;
- completing key frameworks for advancing the Access program activity;
- implementing the trade program review;

- selecting an appropriate duty firearm and developing and delivering appropriate training for its use and safe handling;
- ensuring that the necessary policies, IT support networks, infrastructure and facilities are in place to support the development and implementation of the Arming Initiative; and
- developing an implementation strategy to ensure an efficient and effective roll-out of the Arming Initiative.

Results statement for this priority: *The CBSA will increase its ability to identify and interdict high and unknown risk people and goods, while expediting the flow of low-risk travellers and trade.*

Strategic priority 2: Innovating for the border of the future

The operating environment of the CBSA is one of ever-shifting challenges and opportunities. To prepare for the future, the Agency will employ more evidence-based decision making, modern technology and innovative approaches. We will improve our ability to provide analysis and advice on domestic and international issues and continue to seek new and creative solutions to the challenges we face by using approaches that increase our presence abroad and “push the borders out.”

To further advance our innovation agenda in 2007-2008, the CBSA has developed two new strategic goals in support of this priority.

1. Delivering on our major funded innovation commitments.

- Over the next fiscal year, we will continue to deliver on our major funded innovation commitments with the aim of increasing the use of evidence- and science-based solutions. These initiatives will set the stage for shaping the next generation of innovation, science and technology and will ensure that CBSA employees are equipped with the necessary tools to perform their job.

2. Advancing and shaping the next generation of innovation, science and technology.

- In collaboration with stakeholders and partners, and in efforts to enhance technological solutions that meet operational needs, the CBSA will further work towards achieving this goal in 2007-2008.

To support these goals, the Agency will work on the following activities in 2007-2008:

- advancing and developing commercial solutions (e.g., eManifest, Harmonized Risk Scoring/Advance Trade Data, Container Security Initiative);
- advancing and developing people solutions (e.g. NEXUS Air Expansion, Passenger Name Record Push, Primary Automated Lookout System replacement);

- advancing and delivering on high-quality core infrastructure commitments (e.g. information technology pre-requisites that will ensure the Agency has the proper infrastructure to support our innovation solutions, and business resumption planning that ensures our borders stay open and operational); and
- enhancing the CBSA's science and technology research capacity in order to be more proactive by promoting and supporting technology research for ongoing initiatives and by continuing research into new and emerging technologies in support of border operations (e.g. advanced documents, radio frequency identification (RFID), biometrics and scanning technologies).

Results statement for this priority: *An increased use of evidence- and science-based solutions will contribute to improved security at our borders and greater economic prosperity.*

Strategic priority 3: Strong internal and external relationships

The CBSA is committed to an approach that builds and leverages strong national and international partnerships. Ensuring that we establish and maintain reliable relationships with our clients, stakeholders and employees is essential for data-gathering and information-sharing purposes and helps us to advance the Government of Canada's security and prosperity agenda.

The CBSA relies on partnerships to achieve its mandate and deliver programs and services in addition to overseeing many international agreements and administering more than 90 acts and regulations, many on behalf of the provinces, territories and other federal departments and agencies.

For 2007-2008, the Agency has identified two new strategic goals in support of this priority:

1. Enhancing our relationship with the United States on border issues to further advance the CBSA's agenda.
 - In support of the Government of Canada's commitment to a strong and mutually beneficial North American partnership, we will continue to further enhance our partnership with the United States and Mexico through the Security and Prosperity Partnership of North America (SPP). For 2007-2008, we will continue to devote funding that was announced in Budget 2006 toward high profile initiatives under the SPP. We will also undertake new activities this year to bolster our already excellent rapport with the United States in support of our new strategic goals.
2. Strengthening relationships with other federal government departments.
 - With the ultimate goal of establishing stronger Canadian partnerships and agreements, the CBSA remains committed to enhancing communications internally as well as externally, and will strive to build new relationships and more durable linkages with federal partners over the 2007-2008 fiscal year.

To achieve these goals, the Agency will undertake the following activities in 2007-2008:

- capitalize on linkages and synergies between the CBSA and other federal departments by continuing to take active roles in the negotiation of free trade agreements and in international fora such as the World Trade Organization, and by participating in major initiatives to address issues of border security and trade facilitation, such as the Security and Prosperity Partnership of North America.

Results statement for this priority: *The CBSA will have stronger partnerships and agreements, internationally, with our stakeholders, our clients and employees.*

Strategic priority 4: A modern management regime

The CBSA is firmly committed to accountability and sound stewardship of resources. A modern management regime underpins all of our other strategic priorities and the CBSA is committed to establishing the necessary frameworks to deliver on this priority.

The Government of Canada has placed significant emphasis on the need for strong controls and accountability. Strong and comprehensive corporate planning, performance measurement, program evaluation and internal audit functions are cornerstones of a robust accountability regime.

For 2007-2008, the CBSA has introduced three new strategic goals in support of this priority:

1. Solidifying our corporate infrastructure.
 - This is a fundamental component in ensuring that the CBSA possesses a strong governance and accountability structure.
2. Developing a workforce to take on the challenges of the future.
 - We further recognize that our skilled and knowledgeable workforce is our strength and, during 2007-2008, we will continue to equip our employees with the tools, training and support they need to perform their jobs with excellence.
3. Stabilizing the CBSA's resource base.
 - Stabilizing the CBSA's resource base is a vital component in ensuring a solid corporate foundation for the Agency and its future direction.

In support of these goals, the Agency will carry out the following activities in 2007-2008:

- working with central agencies to develop a strategy that will act on the recommendations of the Agency's resource base funding review;
- putting in place key components of an information management program, including a vision, governance structure, implementation plan, policy framework and training and awareness components;

- stabilizing and strengthening the Access to Information and Privacy (ATIP) function;
- supporting the renewal of the Government's Expenditure Management System by identifying and defining the fully articulated performance measurement framework for the CBSA's Program Activity Architecture to support quality performance measurement data for decision-making and to begin the implementation of a strong performance measurement framework for the CBSA;
- advancing and developing enterprise-wide financial management solutions to enhance the integrity of CBSA financial reporting (e.g. Revenue Ledger System);
- developing a Human Resources plan for 2008-2009 that integrates employment equity, official languages and a resourcing strategy; and
- beginning to develop a leadership framework that will include a support network.

Results statement for this priority: *The delivery of the CBSA's mandate will be supported by a strong governance and integrated planning structure, underpinned by a robust values and ethics regime.*

We will uphold our organizational values of integrity, respect and professionalism in all aspects of the activities undertaken to support our strategic priorities and goals.

SECTION II – ANALYSIS OF PROGRAM ACTIVITIES

Preface

In accordance with Treasury Board of Canada Secretariat requirements, the CBSA has adopted a Program Activity Architecture (PAA) that includes all activities undertaken by the Agency and provides a structure to ensure that they are aligned with our mandate and priorities. The CBSA PAA reflects our operations and includes our strategic outcome and three of the four program activities.¹

CBSA Program Activity Architecture

		Planned Spending (thousands of dollars)				
		2007– 2008	2008– 2009	2009– 2010	Contributes to the following CBSA strategic priorities*	Contributes to the following Government outcome areas**
Strategic Outcome:		Efficient and effective border management that contributes to the security and prosperity of Canada				
Program activities	Access	661,688	663,538	667,002	Priority 1, 2 and 3	A strong and mutually beneficial North American partnership
	Security	402,529	458,215	438,762	Priority 1, 2 and 3	
	Science and Technology-based Innovation	379,248	364,100	348,298	Priority 1, 2, 3 and 4	
	Totals:	1,443,465	1,485,853	1,454,062		

- * Priority 1: Effective delivery of programs and services
 Priority 2: Innovating for the border of the future
 Priority 3: Strong internal and external relationships
 Priority 4: A modern management regime

** In addition, the work accomplished under our program activities also supports the *safe and secure communities* and the *fair and secure market place* Government outcome areas.

Each of these program activities has related sub-activities. The descriptions in the following pages provide context for understanding our work and the breadth of all our activities over the planning period. Under the “key programs and services” headings within each program activity, we highlight specific programs or services selected to illustrate the planned activities we will undertake in this fiscal year.

A list of other programs and services that contribute to the program activities can be found in Section IV.

¹ In keeping with Treasury Board Secretariat direction, we have not reported on the Corporate Management and Direction program activity in this section. For further information on this program activity and its links to departmental priorities, please see Section IV, Other Items of Interest.

Program Activity: Access

Introduction

Part of the Agency's purpose is to ensure the lawful flow of trade and travel while protecting the safety and security of Canadians and supporting Canada's prosperity. The Access program activity encompasses the CBSA functions that ensure the lawful flow of people and goods, promote compliance with border legislation, and ensure a level playing field for legitimate trade and travel. These functions include the delivery of front-line operations, as well as policy direction and guidance related to the processing of people and goods at our borders.

Definition

Ensure the lawful flow of people and goods while promoting compliance with border legislation.

This program activity consists of four sub-activities: Trade, Goods, People/Travellers and Recourse.

Sub-activity: Trade

One of the key elements of the CBSA's border management responsibilities is the administration of a facilitative and transparent trade program that supports the competitiveness of Canadian business. This includes the development and delivery of national programs and policies relating to the administration of international trade agreements and domestic legislation with respect to trade in commercial goods. Some of the specific activities include tariff classification; valuation and origin, administering trade incentives, refusing entry of prohibited importations, collecting duties and taxes, taking anti-dumping and countervailing actions, conducting origin audits, and conducting compliance verification activities to ensure compliance with the law.

Sub-activity: Goods

By managing the entry of thousands of trucks, ships, rail containers and aircraft carrying millions of dollars in goods arriving at Canada's borders each day, the CBSA plays a vital role in ensuring access of legitimate goods to the Canadian economy. In support of the ever-increasing volumes of trade, we develop and deliver national programs and policies related to the admissibility and processing of goods. This includes providing information and assistance to importers and exporters and working with multiple federal partners to administer an extensive variety of legislation. Our officers working in the highway, air, marine, rail, postal and courier modes conduct examinations and inspections to ensure compliance with all border laws.

Sub-activity: People/Travellers

Developing and delivering national programs and policies related to the admissibility and processing of people/travellers and their goods includes customs processing as well as the processing of plant, animal and food products accompanying individuals at the border. We also develop the policies, procedures, alliances and working partnerships needed to maintain immigration border control, while facilitating the entry of lawful people. CBSA officers are responsible for examining foreign nationals seeking entry into Canada and for making appropriate decisions regarding their status. Within the People/Travellers sub-activity, we are working to explore all options to simplify and accelerate the entry process for eligible

individuals, including alternative inspection programs and low-risk traveller programs such as the NEXUS program in the land, air and marine modes.

Sub-activity: Recourse

Fair treatment and a commitment to the rights of the individuals and groups with whom we interact are fundamental pillars of our relationships and operations. Within the Recourse sub-activity, the CBSA develops recourse-related programs and policies and delivers the administrative review of CBSA decisions related to trade programs and enforcement sanctions. Our goal is to provide clients with fair, impartial and timely resolution of disputes. Our recourse programs provide policy and procedural clarification on border management matters not only to the importing/exporting community, but also to federal and international partners. Through this sub-activity, we also manage the appeals process for disputes before the Canadian International Trade Tribunal, the Canadian Human Rights Commission and the courts. Our recourse programs ensure a level playing field for travellers and traders.

Financial Resources (thousands of dollars):

2007-2008	2008-2009	2009-2010
661,688	663,538	667,002

Human Resources (Full Time Equivalents (FTE)):

2007-2008	2008-2009	2009-2010
7,923	7,964	8,005

Note: The Agency has conducted a review of the program activity allocation and has made an adjustment in the 2007-2008 Main Estimates.

Details on human resources impacts can be found in [Appendix B](#), Human Resources Plan.

Access: key programs and services

This program activity is substantial, encompassing regional border operations, headquarters and support services involved in managing access to Canada. Of the \$661 million in planned spending for Access in 2007-2008, \$513 million has been allocated to the front-line activities described above. Given the scope of these activities, it is vital that we work to understand our current operating environment and processes fully and look for new and innovative ways to improve the processing of people and goods. To this end, we are reviewing and modernizing our frameworks for the movement of people and goods, and for our core services. The recently completed resource base (funding) review has identified gaps for which additional resources are required in order for the CBSA to continue to deliver on these priorities and maintain and enhance the integrity of its Access programs.

Examples of specific activities for 2007-2008 under the Access program activity are included below.

Building and maintaining program expertise

Over the next three years, one of the CBSA's main areas of focus will be building and maintaining program expertise and understanding to ensure the effective delivery of programs and services. In 2007-2008, the CBSA will undergo a review of the competencies and skill sets required for the delivery of the food, plant and animal (FPA) program related to imports. The review will identify best practices, needs and gaps in FPA program service delivery and will enable the Agency to work towards national consistency in the delivery of the FPA program. This review will serve as the basis for developing an action plan to address any issues and gaps identified and to develop succession plans to address them.

Developing integrated frameworks for effective program delivery

In support of the strategic goal to develop integrated frameworks for effective program delivery, the CBSA will complete or advance key frameworks by undertaking the following activities over the 2007-2008 fiscal year:

Developing an integrated policy framework for border processes

This year, the CBSA will focus its efforts on the development of the Movement of Goods Framework, an integrated policy framework for border processes in support of effective delivery of programs and services. This all-inclusive framework will ensure that field operations and clients receive consistent and effective policy interpretation and guidance, and will support other government department programs that are administered at the border. Work towards the integrated policy framework will include enhancements to the commercial process mapping system, including the postal and courier processes; internal and external consultation on commercial policies requiring priority updating; ongoing work to update/revise and publish policies; continued work with other government department partners to promote an electronic data interchange (EDI) interface with clients and the CBSA, toward the goal of a future single-window interface; an implementation plan to modernize the CBSA's Administrative Monetary Penalty System; a preliminary report for the postal, broker and account security reviews; and the launch of the courier review.

Movement of People Framework

The objective of the Movement of People Framework is to develop a long-term strategy for the movement of people across Canada's borders. This framework is a combination of program review and strategic visioning that examines CBSA business processes to integrate customs, immigration and food inspection programs that will allow the Agency to determine the best way to use its innovative inspection programs to improve the processing and streaming of persons arriving at the border, to expedite the flow of low-risk travellers and to concentrate on high-risk travellers.

In 2007-2008, the CBSA will review the gaps and opportunities identified in studies of the primary and secondary inspection line functions, the travellers program review and the results of internal and external consultations, as a basis for developing a framework for a vision for the future processing of people.

Consulting on a future vision for the commercial program

With the reviews underway for the movement of goods framework and the eManifest program, a future vision is required for the commercial community to shape the commercial landscape for the next 10 years. Building on the work done in 2006-2007, the Agency will now continue its work in this area by participating in forward-thinking consultation and planning exercises with internal and external groups on the longer-term vision for the commercial program.

Core Services Review

The constant increase in international trade and travel has meant an increase in requests for new and enhanced publicly funded services, and the CBSA is currently unable to respond to these pressures with its current base resource allocation. The Core Services Review will determine options for a policy framework for defining publicly and privately funded services beginning with the air mode. This policy framework will be used to develop an operational model that will allow the CBSA to evaluate requests for services according to specific criteria.

The development of policy options, evaluation criteria, and an operational model will provide a fair, equitable and transparent means of assessing service requests. At the same time, the Review will ensure the best distribution of CBSA resources to provide services where they are most needed. The continued provision of these services and any increases to them will require additional resources because the Agency's current base resource allocation does not provide the flexibility to address these pressures, or others associated with improved border management, integration and streamlining.

In 2007-2008, the CBSA will conduct consultations with external stakeholders in the air mode with a view to developing an operational model and various policy options for this mode.

Developing an agency-wide Compliance Management Plan

The Compliance Management Plan (formerly known as the Compliance Improvement Plan) is an integrated business plan that will help manage compliance activities across the Agency. In 2007-2008, a working group will be tasked with conducting a thorough and inclusive review of the existing Plan in order to give consideration to expanding its scope to address all legacy functions and to work toward developing a national strategy. Ultimately, this national strategy will identify priorities for compliance activities and be used to assess compliance risks, analyze results, and re-evaluate priorities.

The Plan will further include the development of a comprehensive, integrated strategy for planning and reporting on compliance activities conducted across the Agency, at the border, after release and within client services environments. Publication of an annual Compliance Management Plan and Results Report is planned for the 2008-2009 fiscal year.

The Compliance Management Plan will provide the CBSA with the ability to accurately report on compliance levels and risks in a timely manner; the capacity to incorporate Agency priorities – and all relevant program and compliance activities – into one integrated strategy; and help us

produce useful information for resource allocation decisions that is based on compliance priorities and results of compliance activities.

Implementing the trade program review

The Trade Program Fundamental Review was a comprehensive examination of the various internal trade programs (tariff policy, origin, valuation and anti-dumping and countervailing programs). The Review concluded that the specialized activities within each program were essential to the overall administration of trade-related legislation and recommended that the CBSA maintain a critical mass of expertise from each area. Changes were recommended to the organizational structure for each program to better focus resources toward key activities and to increase flexibility in responding to changing priorities. Implementation of the Review recommendations will optimize delivery and increase flexibility in responding to changing priorities of the trade programs.

In 2007-2008, the CBSA will continue to follow through on the recommendations of the Review to optimize delivery and increase flexibility. The Agency further plans to acquire and maintain subject-matter experts in each of the program areas. To meet our objectives, compliance resources will be realigned and consolidated in two phases to focus on cross-program activities that have common or similar processes. Phase I, the realignment of anti-dumping and countervailing compliance, will occur this fiscal year while Phase II, the consolidation of other trade programs' compliance activities, is planned for next fiscal year.

Strengthening relationships with other federal government departments

Capitalizing on linkages and synergies between the CBSA and other federal departments by continuing to take active roles in advancing Canada's trade interests

The advancement of Canada's trade interests through participation in free trade and other international agreements is one of the pillars of the CBSA's core business that supports the economic prosperity of Canada.

Free trade agreements

The CBSA will continue to assist the Department of Foreign Affairs and International Trade in the negotiation of Canada's Free Trade Agreements (FTA). *Advantage Canada*, the government's economic plan released on November 23, 2006, states that through the Global Commerce Strategy, Canada will pursue regional and bilateral trade agreements to ensure that Canadian business can fully participate in global market opportunities. In addition, Canada's ongoing participation in a number of international fora, including committees of the World Customs Organization (WCO) and the World Trade Organization (WTO), is essential to our economic well-being.

Advantage Canada identifies a number of countries as prospective free trade partners. In 2007-2008, the CBSA will continue to provide key input to negotiations on customs procedures that form part of each FTA. During implementation, the CBSA will ensure that any amendments to the relevant legislation and regulations accurately reflect the provisions of the FTA. The Agency will further be responsible for communicating with domestic stakeholders on the import and

export requirements established in each of these agreements. Subject to finalization of FTA negotiations, the CBSA will develop and deliver associated regulatory requirements and communication packages for relevant stakeholders.

Other international agreements

The CBSA will continue to assist the Department of Finance and the Department of Foreign Affairs and International Trade in presenting and defending Canada's position with respect to international agreements such as the WTO agreements concerning customs valuation, anti-dumping and countervailing duty measures, as well as any WTO Trade Dispute Panels. Canada's participation in the WCO Technical Committees on Customs Valuation and in meetings of the WTO Committee on Anti-dumping and Subsidies and Countervailing Measures and the Harmonized System (Tariff) Committee are essential to our economy.

Western Hemisphere Travel Initiative

In September 2006, the U.S. Congress passed the *Fiscal Year 2007 Homeland Security Appropriations Act*, which was signed into law in October 2006. The Act includes, among other things, an amendment granting permission to delay the implementation of the WHTI for travel by land and sea. Given this development, the CBSA will continue to work closely with its U.S. counterparts to ensure that our global relationships and economies remain strong and that any potential impacts on legitimate travel or trade at the borders are minimized.

The Agency's contribution toward this initiative over 2007-2008 has the dual objectives of ensuring that WHTI is properly implemented, while also enhancing security and facilitating the passage of low risk people and goods. The CBSA will continue to participate in discussions with the U.S. to ensure that WHTI is implemented to the satisfaction of both countries.

Program Activity: Security

Introduction

The Government of Canada is committed to the safety and protection of Canadians and their communities. As Canada's first line of defence, ensuring the safety and security of Canadians is an important component of the CBSA's work. Whether posted abroad, working at the front-line or interacting with other law-enforcement agencies, CBSA officers exercise constant vigilance in protecting our borders from all manner of threats.

Definition

Within the context of the government's security agenda, and through effective border management, ensure the safety and security of Canadians.

This program activity is divided into two sub-activities: Intelligence and Enforcement.

Sub-activity: Intelligence

The CBSA relies on intelligence-based decision making to identify high-risk travellers and contraband goods bound for Canada. In accordance with its multiple borders approach, the CBSA screens people and goods at several points along the travel continuum: at the earliest opportunity overseas, in transit and on arrival at the Canadian border. Receiving and reviewing documentation in advance improves our ability to target and interdict inadmissible people and goods, and acts as a deterrent to those contemplating illegal immigration activities or the importation of goods that pose a threat to public health and safety. The Intelligence sub-activity includes initiatives related to the collection, analysis, distribution and sharing of intelligence regarding threats to national security, including terrorism, war crimes, organized crime, smuggling, fraud and irregular migration. It also includes guiding and coordinating our intelligence operations across Canada and abroad, and providing direct support to our front-line officers.

Sub-activity: Enforcement

One of the primary functions of CBSA front-line officers is to identify and take appropriate enforcement action to minimize the risks of dangerous people and goods entering and remaining in Canada. Through the Enforcement sub-activity, we provide guidance in the enforcement of all border legislation and ensure enhanced national security by developing appropriate policies and procedures and by equipping border services officers with the tools they need to do their jobs, such as modern contraband detection equipment and X-ray and gamma-ray equipment. This work also includes building key partnerships with domestic and international law-enforcement agencies, promoting partnerships and sharing information. Additional responsibilities related to this sub-activity include the investigation of individuals who commit offences counter to Canadian border legislation; the making of recommendations for prosecution; and the detention and removal of people who have no legal right to remain in Canada, especially those who pose a threat to Canadian society.

Financial Resources (thousands of dollars):

2007-2008	2008-2009	2009-2010
402,529	458,215	438,762

Human Resources (Full Time Equivalents (FTE)):

2007-2008	2008-2009	2009-2010
4,069	4,473	4,464

Note: The Agency has conducted a review of the program activity allocation and has made an adjustment in the 2007-2008 Main Estimates.

Details on human resources impacts can be found in Appendix B, Human Resources Plan.

Security: key programs and services

This program activity is substantial, encompassing international operations, regional border operations, headquarters and support services involved in ensuring the safety and security of Canadians. Of the \$402 million in planned spending for Security in 2007-2008, \$192 million has been allocated to the front-line activities described above. Given the scope of these activities, it is vital that we work to understand our current operating environment and processes fully, and look for new and innovative ways to secure our border. To this end, we are reviewing and modernizing the tools used to do our job.

The recently completed resource base (funding) review has identified gaps for which additional resources are required in order for the CBSA continue to deliver on these priorities and maintain and enhance the integrity of its Security programs.

Examples of specific activities for 2007-2008 under the Security program activity are included below.

Building and maintaining program expertise

As part of our efforts to ensure the effective delivery of programs and services, the CBSA will continue to focus on building and maintaining program expertise and understanding in the areas of immigration and FPA inspection throughout 2007-2008. We recognize that one area critical to our success is to ensure that we have the right people and skill sets in place for delivering related CBSA programs. To address this need, we are committed to ensuring that our employees receive the necessary training in order to increase their overall Agency awareness and develop expertise in related program areas. We are also committed to carrying out succession planning that addresses transference of this knowledge and expertise to the workforce of the future.

Throughout 2007-2008, we will also continue to update and modify our existing orientation modules to provide staff with the necessary knowledge to ensure that the CBSA carries out its mandate effectively and efficiently.

The CBSA recognizes the importance of its workforce and is committed to ensuring that the Agency develops and maintains the right skill sets and expertise in program areas of critical risk.

Therefore, part of our efforts in 2007-2008 will be devoted to developing recruitment, retention and succession plans for people working in vital program areas. More information can be found in Appendix B, Human Resources Plan.

Improving border security by beginning the process of arming CBSA officers who work at land border crossings and marine commercial operations, as well as officers who perform inland enforcement functions

The 2006 federal budget allocated \$101 million over two years to start the process of arming CBSA officers and eliminating work-alone situations. In 2007-2008, the Agency will continue to ensure that the initiatives to implement arming and end work-alone situations are implemented properly, professionally and without unnecessary delay. The CBSA will also remain dedicated to transparency and consultation with key stakeholders, including union representatives, throughout the planning and implementation phases.

Arming

During 2007-2008, we will continue consultations with other federal and provincial departments and agencies, as well as with other governments that have undertaken similar arming initiatives. The Agency recognizes the importance of ensuring a comprehensive and appropriate program and will work towards developing and revising human resources and operational policies and processes in addition to ensuring that adequate training is put in place before implementation.

To ensure a smooth process, and an effective transition, the CBSA has identified six key activities for this fiscal year: selection of a CBSA duty firearm, training development, policy development, information technology support, construction and renovation of facilities and other infrastructure, and the implementation strategy.

By March 31, 2008, the CBSA plans to have a minimum of 250 officers trained and equipped with duty firearms. With this in mind, the CBSA will begin training CBSA officers in July 2007 and has plans to deploy the first set of armed CBSA officers in August 2007. The CBSA will also be moving forward to train and equip a total of 4,800 CBSA officers.

Ending work-alone situations

In 2007-2008, the Agency will continue its efforts to eliminate work-alone situations for border services officers by conducting a review of priority sites where "doubling up" – eliminating situations where officers work alone – is required and assessing the operational and human resources impacts of this initiative. The Agency will also continue to consult with the union, the regions and branches to highlight areas of concern and identify potential solutions before implementation. Plans are also under-way to take on 400 new permanent officers to help eliminate situations where officers work alone, with a minimum of 50 officers hired and trained by March 31, 2008.

Document analysis

In 2007-2008, the CBSA will continue its work on document analysis by producing a full range of training packages, document alerts and tools relating to travel document fraud or document

security issues. These products will be distributed to our officers overseas, other government departments, airlines and foreign control partners in order to combat irregular migration, including smuggling and trafficking, and as part of efforts to increase detection and prevention of document and identity fraud.

Container Security Initiative

Since March 2005, Canada has partnered with the United States to work on the Container Security Initiative, a multinational program that protects the primary system of global trade – containerized shipping – from being exploited or disrupted by terrorists. The Container Security Initiative is designed to safeguard global maritime trade while allowing cargo containers to move faster and more efficiently through the supply chain at seaports worldwide.

In 2007-2008, the CBSA will continue to work in partnership with the United States on the Container Security Initiative. As part of this partnership, and in accordance with our multiple borders strategy of pushing the borders out, the CBSA will focus throughout the fiscal year on deploying officers to foreign countries to work with local authorities in the targeting and verification of shipping containers, and in identifying high-risk containers before they are loaded onto vessels destined for North America.

We will be able to gauge our performance on this initiative through the number of pilot projects implemented in the 2007-2008 fiscal year.

Partners in Protection

The Partners in Protection program received an investment of \$11.6 million in the 2006 Budget to strengthen border security. The Partners in Protection program enlists the cooperation of private industry in efforts to enhance border security, combat organized crime and terrorism, increase awareness of customs compliance issues, and help detect and prevent contraband smuggling. Under this program, the CBSA has developed strategic partnerships with private industry to secure the flow of low-risk, legitimate goods and travellers across our border.

The Partners in Protection program continues to undergo a review and evaluation to assess its effectiveness, to ensure compliance with the WCO's *Framework of Standards to Secure and Facilitate Global Trade*, and to identify possible avenues to make Partners in Protection more compatible with the U.S. counterpart program, Customs-Trade Partnership Against Terrorism.

Budget 2006 provided additional funding to the Partners in Protection program to support a major transformation. Over the 2007-2008 fiscal year, Partners in Protection membership requirements, regional delivery capacity, officer training, operational and administrative support and enforcement measures will be re-examined and upgraded to provide a stronger and more effective security program.

In part, we will be able to gauge our success through the drafting and negotiation of minimum security standards for all modes, by conducting internal and external consultations with the trade supply industry and relevant partners, and through the negotiation of joint training and on-site security validations.

War Crimes Program

Canada has affirmed that it is not and will never become a safe haven for persons involved in war crimes, crimes against humanity or genocide regardless of when or where they occurred. This is consistent with domestic legislation as well as with Canada's commitment to international justice. Canada's War Crimes Program is an initiative coordinated with the CBSA, the RCMP, the Department of Justice and Citizenship and Immigration Canada. The CBSA program focuses on post-World War II cases (i.e. modern-day war criminals).

Within the provisions of the *Immigration and Refugee Protection Act*, the CBSA takes a three-pronged approach in dealing with modern-day war criminals:

- preventing suspected war criminals from reaching Canada by providing recommendations to Citizenship and Immigration Canada in order to make final determinations on immigrant, refugee or visitor visa applications from abroad;
- excluding war criminals from the refugee determination process in Canada; and
- removing, through the immigration admissibility hearing process, war criminals that have already entered Canada.

Through this initiative, and with the program partners, our goals are to deny access to Canada for persons who are inadmissible for having participated in war crimes, crimes against humanity or genocide and to take enforcement action against those persons already in Canada.

In 2007-2008, the CBSA and the program partners will continue to provide a highly effective service to protect Canadian values. Our focus for the upcoming year remains two key components of the program: operational coordination and allegation management. Within the CBSA, we will measure our success in terms of the number of persons complicit in war crimes, crimes against humanity or genocide who are determined to be inadmissible to Canada, excluded from the refugee determination process as a result of their prior actions or removed from Canada. In 2007-2008, we will also focus on continuing to enhance partnerships with other like-minded countries to share information and best practices to maximize program effectiveness.

Migration integrity officers

The CBSA has 44 migration integrity officers (MIOs) and three intelligence liaison officers located in 39 key locations abroad. The migration integrity program encompasses intelligence gathering, analysis and reporting related to visa or immigration application fraud, organized crime, irregular migration, public security and terrorism, and war crimes and crimes against humanity. Migration integrity program policy is aimed at protecting the integrity of the Canadian immigration selection system, the refugee determination process and the safety, security and good order of Canadian society, including the interdiction of persons inadmissible to Canada. Information is gathered through a network of contacts with host-country officials, officials from other governments in the designated region, airline personnel and law-enforcement agents and is used by CBSA senior management, operational staff and other government departments such as Citizenship and Immigration Canada.

MIOs also support the integrity of the overseas immigration program through anti-fraud activities, which include identifying fraud indicators for visa officers and conducting site visits in connection with suspicious applications. MIOs also provide training to local airlines and authorities to identify false and altered travel documents. These officers maintain a steady flow of information and are key to building sound intelligence concerning illegal migration patterns and trends, while ensuring the integrity of Canada's immigration program.

In 2007-2008, we will continue to work with our partners at Citizenship and Immigration Canada and the Department of Foreign Affairs and International Trade Canada to support our employees abroad. We will also enhance the information-sharing protocols used by our officers abroad, the CBSA's National Risk Assessment Centre, CBSA headquarters and other government departments. Our success will continue to be measured through a range of performance indicators: the number of improperly documented travellers intercepted before departure, reporting from MIOs, feedback from partners and statistical information in monthly activity reports.

Removals

The protection and the safety of Canadians is a top priority for the CBSA. The CBSA's removal priorities continue to be individuals who pose a threat to the security of Canada, such as those involved in terrorist activities, organized crime and crimes against humanity, criminals, failed refugee claimants and other inadmissible persons.

The CBSA may remove any person who is found to be inadmissible to Canada. There are three types of removal orders, each having a different consequence. Departure and exclusion orders are usually issued in less serious situations. Individuals who comply fully with a departure order do not need permission to return to Canada. Exclusion orders allow individuals to return to Canada after a specific period of time and may require the authorization of the Minister of Citizenship and Immigration. Deportation orders are issued in more serious situations and require that the person obtain permission from the Minister of Citizenship and Immigration to return to Canada.

Those under a removal order are entitled to various appeals as well as a pre-removal risk assessment. The CBSA removes those under removal order as soon as possible, ensuring that appropriate measures are taken to remove the person securely while respecting human rights.

The CBSA participates in joint charter removals with the United States for high-risk removals. In 2007-2008, we will continue to explore collaborative means for removals, in addition to tracking the number of removals of persons who have no legal right to remain in Canada.

The CBSA will make the most effective and efficient use of its resources by focusing on the removal of high-risk individuals. We will assess our success through the number of inadmissibility reports written, the number of arrests made and the number of removals concluded.

Investigations

The safety of Canadians is enhanced by the investigation and prosecution of border security offences, such as the use of fraudulent documents to gain access to Canada and the smuggling or

unlawful import/export of controlled, regulated or prohibited goods. Pursuing crimes related to the movement of goods promotes economic security, ensures the business community maintains confidence in Canada's trade and border legislation, and promotes a level playing field for Canadian businesses. Pursuing crimes related to the illicit movement of persons across our borders supports Canada's immigration program and deters others from seeking entry to Canada in an unlawful manner.

In keeping with last year's activities to integrate customs, immigration and FPA offences, we will continue to expand our border-related investigative activities in 2007-2008 by working with internal CBSA partners to implement enhanced enforcement activities pursuant to the *Proceeds of Crime* (Money Laundering) and *Terrorist Financing Act* made through Bill C-25.

We will gauge the success of our investigative work by the number of cases investigated and the number of prosecution recommendations made to and pursued by the Office of the Director of Public Prosecutions.

Delivering on our major funded commitments:

Advancing and delivering on high-quality core infrastructure commitments

Business resumption planning

The CBSA remains committed to responding to any potential threats that would affect the well-being and safety of Canadians. As part of our strategy to identify and then mitigate these threats, the CBSA will work proactively with the United States to develop coordinated business resumption protocols, security technology and disaster recovery systems at the border in the event of an unexpected disaster or increased alert efforts. These efforts will support the continuity of border operations in the event of an emergency. In January 2007, the Government of Canada announced a significant investment in the CBSA of \$24 million over five years for business resumption planning. In part, this money will be used to further harmonize and strengthen Canada-U.S. plans and to help ensure that plans are in place to enable the lawful flow of trade and travel during an emergency.

In 2007-2008, the CBSA will continue to support the Canada-U.S. business resumption planning partnership. This may include participating in joint training and joint planning exercises on incident response and recovery with our U.S. counterparts. This cross-border plan will further ensure that throughout 2007-2008, emergency response plans continue to be tested, evaluated and adapted to secure Canada's readiness in the event of an emergency.

Alleviating port running

The CBSA is committed to mitigating identified risks at Canada's borders. In order to reduce the incidence of port running – illegal crossings at our ports of entry at the land border – the Agency will put in place the necessary infrastructure in 2007-2008 to help reduce its occurrence. The CBSA has reallocated \$9.7 million in 2006-2007 and 2007-2008 to alleviate the issue at problem locations.

Throughout the fiscal year, we will focus on identifying problem locations and developing and defining port running mitigation measures to be implemented in the field. Managing the security of our borders while facilitating legitimate trade and travel is a vital component to our risk-management approach.

Radiation detection technology

The CBSA uses a variety of technology solutions to help prevent contraband and dangerous goods from entering Canada. The use of contraband-detection technology enables CBSA officers to conduct effective, non-intrusive inspections and allows officers to focus on high-risk individuals and goods.

Over the past several years, the CBSA has made significant investments in technology that assists border services officers in detecting drugs, weapons, explosives and other dangerous goods. These investments have included innovative ion scanners that can identify trace amounts of narcotics; remote-operated vehicles for underwater inspection of marine vessels; and gamma-ray systems for scanning the contents of baggage, marine containers, rail cars or trucks.

Within this context, the CBSA has also developed the capacity to screen for radioactive materials at critical border points. The Radiation Detection Project is an initiative intended to safeguard Canada's trade and to combat terrorism. It enhances the safety of workers who might be exposed to radiation from dangerous goods, protects critical infrastructure at border points that might be the targets of terrorism and protects the Canadian public in general.

To this end, the CBSA has introduced both hand-held and mobile systems for detecting radiation in cargo entering Canada. It has also purchased fixed or "portal" radiation detectors and has begun installing them at various sites across Canada. These portals enable radiation detection in an automated, comprehensive and non-intrusive manner.

In 2007-2008, the CBSA will undertake a significant expansion of its radiation portal network at major ports of entry. The success of this project will depend on working closely with other law-enforcement agencies and industry stakeholders to ensure effective implementation of new portals.

Program Activity: Science and Technology-based Innovation

Introduction

The CBSA continually strives to innovate for the border of the future through the use and application of advanced technology. The Science and Technology-based Innovation program activity implements new methods and ideas to improve the quality of service provided to gather and analyze advance information, deliver innovative solutions in a timely manner, lessen the compliance burden, facilitate legitimate trade and travel and support revenue collection systems. It includes a diverse range of scientific, analytical and technology services and solutions for the CBSA to help identify and interdict high-risk people and goods, collaborate and share information with program partners, and provide systems and scientific solutions to process people and goods effectively in a risk-based environment. This program activity also provides laboratory and scientific services that include forensic and scientific research and analytical and technical advice to support the CBSA in achieving its mandate.

Definition

Utilize the CBSA's science and technology capacity to modernize border management and increase the effectiveness and efficiency of border operations.

Sub-activity: Business Solutions/Projects

Included in this sub-activity are the design, development and implementation of science and technology solutions to support delivery of border services. We use our expertise and an innovative approach to interpret business requirements and translate them into technological and science-based solutions for effective border management such as ongoing research of new types of emerging technologies in support of border operations. This includes new systems and programs for facilitating the entry of travellers and goods, such as NEXUS and Free and Secure Trade (FAST), and risk-assessment systems supporting border security. We also place a strong emphasis on planning and systems architecture to maximize efficiency and ensure interoperability with other systems within the CBSA and with external partners.

Sub-activity: Information Technology Infrastructure and Operations

Innovative, reliable systems are essential for effective border management. Within this sub-activity, we provide secure information technology (IT) infrastructure, maintain quality performance of operational systems, and operate and maintain national systems that support the movement of people and goods arriving at our borders and the collection of revenues from duties and taxes. This includes researching security-based technological solutions and best practices to increase the effectiveness and efficiency of border operations, security and enforcement. We also provide support to users in the field and partners in other organizations.

Sub-activity: Laboratory and Scientific Services

The CBSA is proud of its world-class laboratory that offers a diverse range of scientific, analytical and research advisory services. Within this sub-activity, we provide laboratory and scientific services to CBSA programs and external partners, departments and agencies. Our research into scientific products and solutions aids in modernizing border management and increases the effectiveness and efficiency of border operations, particularly in relation to security

and enforcement. We also have the capacity to perform in-house physical and chemical analysis of industrial commodities and forensic examination of documents.

Financial Resources (thousands of dollars):

2007-2008	2008-2009	2009-2010
379,248	364,100	348,298

Human Resources (Full Time Equivalents (FTE)):

2007-2008	2008-2009	2009-2010
1,031	1,031	1,036

Note: The Agency has conducted a review of the program activity allocation and has made an adjustment in the 2007-2008 Main Estimates.

Details on human resources impacts can be found in [Appendix B](#), Human Resources Plan.

Science and Technology-based Innovation: key programs and services

The recently completed resource base (funding) review has identified gaps for which additional resources are required in order for the CBSA continue to deliver on these priorities and maintain and enhance the integrity of its Science and Technology-based Innovation programs.

Following are examples of specific activities for 2007-2008 under the Science and Technology-based Innovation program activity.

Deliver on our major funded innovation commitments:

Advancing and developing commercial solutions

These commitments are innovative advances to commercial processes (e.g. the importations of goods, advance information, technology solutions for enhanced risk management that will improve targeting and protect Canadians from threats) that facilitate the free flow of trade thus enabling Canadian businesses to be more productive in an increasingly competitive world.

Key commercial solutions include the following:

eManifest

One of the strategies that the CBSA employs in managing the border is the use of advance information to identify and stop high-risk people and goods before they get to Canada. Having successfully implemented marine and air components of the Advance Commercial Information (ACI) initiative, the CBSA is now in the process of planning Phase III of ACI, known as eManifest.

eManifest is a key priority within the Security and Prosperity Partnership of North America (SPP). eManifest will require the electronic transmission of advance cargo and conveyance

information from carriers for all highway and rail shipments. In addition, the electronic transmission of advance secondary data will be required from freight forwarders and the electronic transmission of advance importer admissibility data will be required from importers or their brokers. This next phase of ACI solidifies the Agency's commitment to providing CBSA officers with electronic pre-arrival cargo information so that they are equipped with the right information at the right time to identify health, safety and security threats related to commercial goods before the goods arrive in Canada.

When it comes to border security, the CBSA always works closely with its counterparts in the United States. With this in mind, the CBSA will build on the work that was completed in 2006-2007 and will launch an in-transit pilot during 2007-2008. The goal of the pilot is to automate the existing multi-step, paper-based process Electronic Data Interchange (EDI) carriers now use for in-transit highway shipments between Canada and the United States by introducing systems notifications between the CBSA and the U.S. Customs and Border Protection (CBP).

The CBSA will consult with industry representatives on eManifest. The CBSA, through the eManifest Stakeholder Partnership Network (eSPN), will work together with stakeholders to define and put into practice a public-private consultation model that will draw on our collective expertise throughout the deployment of eManifest. eSPN will offer the trade community and our internal stakeholders the opportunity to collaborate and work together on eManifest issues and design features. The objective of eSPN is to involve stakeholders in the development of the initiative and cultivate a sense of shared ownership. The CBSA will complete the initial feasibility of this initiative and submit its plan to the Treasury Board of Canada Secretariat for final project approval in 2007-2008.

Harmonized Risk Scoring/Advance Trade Data

The Harmonized Risk Scoring/Advance Trade Data initiative will address information gaps in the supply chain by harmonizing targeting processes to the standards established by the World Customs Organization, partnering with U.S. Customs and Border Protection, incorporating additional trade data for increased risk assessment, creating an end-to-end assessment in the commercial supply chain and intercepting threats at the point of origin. The CBSA will complete the initial feasibility study of this initiative and submit its plan to the Treasury Board of Canada Secretariat for final project approval in 2007-2008.

Advance Interdepartmental Reporting Initiative

The Advance Interdepartmental Reporting Initiative (AIRI) is a strategy for developing and implementing a single window approach for the electronic collection, integration, consolidation and dissemination of advance commercial information in the Government of Canada. This will help the CBSA to deliver on its goal of developing a comprehensive architecture for the commercial program. This single window will enable the CBSA to work with federal and industry partners to expand advance electronic reporting to streamline and better administer the programs of other government departments and agencies at the border.

This fiscal year, the CBSA will develop two components of the AIRI: a project plan and business strategy for the Interdepartmental Marine Conveyance Initiative, and the Other Government

Department (OGD) Single Window Initiative. These two components are harmonized with the World Customs Organization OGD Data Model.

Advancing and developing people solutions

These are technological advances in people processes that are designed to facilitate the movement of travellers into and out of Canada while ensuring border security.

Key people solutions include the following:

NEXUS Air expansion

NEXUS Air is a bi-national program jointly developed by the CBSA and the U.S. Customs and Border Protection. Using automated kiosks with iris biometric technology, NEXUS Air is an alternate primary inspection process that expedites secure passage into Canada and the U.S. for low-risk, frequent air travellers. A formative evaluation of the NEXUS Air pilot recommended the expansion of NEXUS Air to other Canadian international airports housing U.S. pre-clearance facilities. The expansion of NEXUS Air has been identified as a priority for this fiscal year, and in addition to the recent expansion to Toronto Pearson International Airport and Montréal-Pierre Elliott Trudeau International Airport in 2006-2007, further expansion is planned for early 2007-2008 in Halifax, Ottawa, Calgary, Edmonton and Winnipeg.

Passenger Name Record enhancements

The Advance Passenger Information/Passenger Name Record (API/PNR) program is designed to protect Canada and Canadians by enabling the CBSA to perform a risk assessment of travellers (passengers and crew) before their arrival in Canada. Through this initiative, high-risk air travellers are identified while en route, before they arrive at Canada's international airports. Although API/PNR is a functional system, enhancements continue to be developed.

In 2007-2008, we will complete a new method of acquiring PNR data, receive PNR data for all European carriers, and enhance our compliance with European Union privacy regulations.

Primary Automated Lookout System replacement

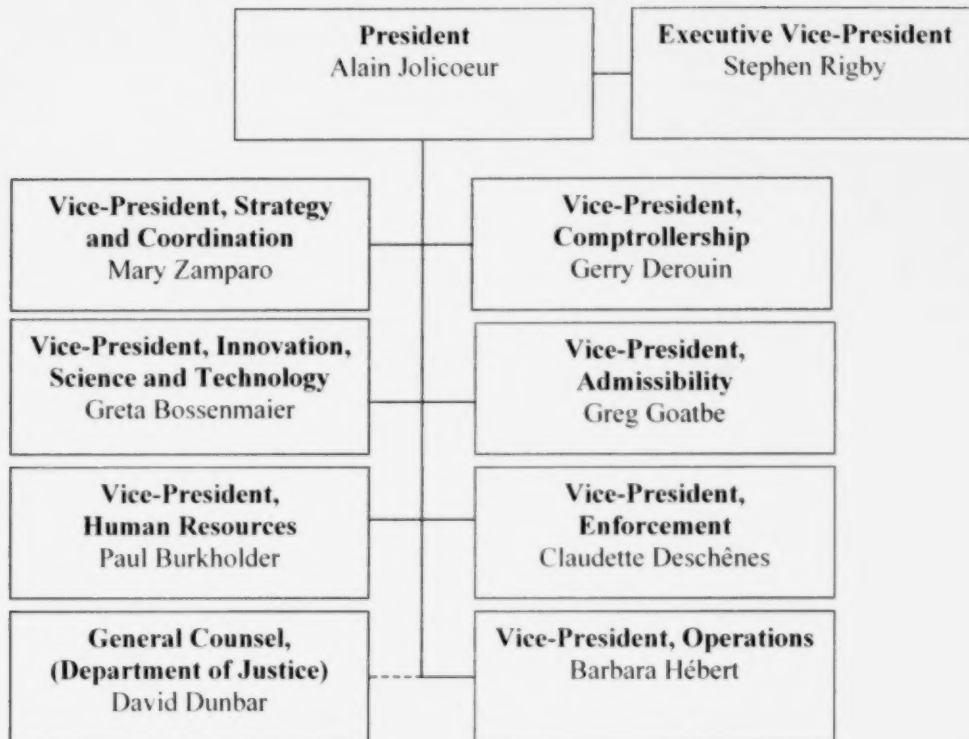
The Primary Automated Lookout System (PALS) replacement is an initiative to re-build an important system that is nearing the end of its lifecycle. This new system will provide border services officers with an improved tool that will be used to perform automated risk assessments against both travellers and vehicles seeking entry into Canada at the land border. The PALS replacement is a major enhancement that will integrate the e-licence plate reader and document reader technologies, allowing border services officers to perform risk assessments of both people and conveyances. This initiative will ensure the free flow of individuals by improving our risk assessment capability while enhancing the competitiveness of business and the tourism industry. This fiscal year, the CBSA will deploy the necessary equipment and software to ensure the proper replacement of PALS.

Advancing and delivering on high-quality core infrastructure commitments

One of the key core infrastructure commitments for the CBSA over 2007-2008, and for the following four years, is the implementation of Information Technology (IT) infrastructure pre-requisites. IT pre-requisites enable new hardware infrastructure and allow for faster implementation of both new systems and systems enhancements. It will improve the processing of people and goods at our borders and border security. These pre-requisites are essential for the development of key future initiatives and programs, such as those identified under the Security and Prosperity Partnership of North America. The new infrastructure will increase IT development capacity through more efficient and effective testing. This translates into reduced time for product delivery and increased quality of the product.

SECTION III – SUPPLEMENTARY INFORMATION

Organizational Information



The CBSA is organized into seven branches. Each one is headed by a vice-president who reports directly to the President. The Executive Vice-President provides support to the President, concentrating on the leadership of the Agency's program and operational management, as well as the management of financial resources and comptrollership.

Operations are delivered in eight regions: Atlantic, Quebec, Northern Ontario, Greater Toronto Area, Windsor/St. Clair, Niagara/Fort Erie, Prairies and Pacific. CBSA officers are also located in 39 points abroad. The Admissibility and Enforcement branches develop the programs and policies that the Operations Branch delivers. The Innovation, Science and Technology Branch works with these branches to ensure that we maximize our capacity to support effective and efficient operations. Underpinning all our policy, program and operational work are the critical strategic and enabling functions that span the Strategy and Coordination, Human Resources and Comptrollership branches. The CBSA works closely with its Department of Justice Legal Services Unit to ensure that CBSA operations, service delivery, policy development, corporate direction and management are legally supportable.

This structure was chosen to encourage strong internal synergies among all program areas and to support clear accountability for all functions. Everything we do is focused on maximizing and supporting the performance of our front-line.

Table 1: Departmental Planned Spending and Full-time Equivalents

(thousands of dollars)	Forecast Spending 2006-2007 ¹	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Access	764,356	677,708	680,316	678,705
Security	447,250	401,580	458,125	434,635
Science and Technology-based Innovation	94,037	378,787	363,839	347,232
Budgetary Main Estimates (gross)	1,305,643	1,458,075	1,502,280	1,460,572
Less: Respondable revenue ²	(12,110)	(17,710)	(17,710)	(17,710)
Total Main Estimates	1,293,533	1,440,365	1,484,570	1,442,862
Adjustments (Planned spending not in Main Estimates):				
Supplementary Estimates				
Public security initiatives (<i>National Security Policy</i>)	136,211			
Operating budget carry forward	43,365			
Funding to bolster the combat against the laundering of proceeds of crime and the financing of terrorist activities in accordance with the <i>Proceeds of Crime (Money Laundering) and Terrorist Financing Act</i>	2,969			
Reinvestment of royalties from intellectual property	389			
Expenditure Review Committee savings – Procurement	(4,100)			
Collective bargaining provided in excess of requirements	(33,328)			
Transfer to Canadian Food Inspection Agency	(1,700)			
Net transfer to Citizenship and Immigration Canada	(5,203)			
Transfer from Department of National Defence	750			
Funding to strengthen Canada's competitive position in international commerce by further developing and exploiting the Asia-Pacific Gateway and Corridor	2,626			
Transfer from Transport Canada	75			
Transfer to Department of Foreign Affairs and International Trade	(472)			
Total Supplementary Estimates	141,582	0	0	0
Other				
Treasury Board Vote 15	7,995			
Employee benefit plans (EBP)	5,982			
2010 Winter Olympic Games in Vancouver		2,400	1,800	11,200
Internal audit – Treasury Board Vote 10		700		
Total adjustments	155,559	3,100	1,800	11,200
Total Planned Spending	1,449,092	1,443,465	1,485,853	1,454,062
Total planned spending	1,449,092	1,443,465	1,485,853	1,454,062
Less: Non-respondable revenue	42,219	42,219	42,219	42,219
Plus: Cost of services received without charge ³	114,752	111,463	111,710	77,766
Total Agency Spending	1,521,625	1,512,709	1,555,344	1,489,609
Full-time Equivalents	12,788	13,023	13,468	13,505

¹ Reflects the authorized funding levels to the end of the 2006-2007 fiscal year (not necessarily forecast expenditures).

² Respondable revenue for 2006-2007 does not include the net voted authority increase of \$5.6 million approved by the Treasury Board of Canada Secretariat (TBS).

³ Cost of services received without charge includes accommodation provided by Public Works and Government Services Canada, contributions covering the employer's share of employees' insurance premiums and expenditures paid by TBS, workers' compensation coverage provided by Human Resources and Social Development Canada and salary and associated expenditures of legal services provided by the Department of Justice Canada. See details in Table 3a.

Table 2: Program Activities by Strategic Outcome

2007-2008 (thousands of dollars)							
Budgetary							
Strategic Outcome: Efficient and effective border management that contributes to the security and prosperity of Canada.							
Program Activity	Operating	Capital	Gross	Responsible Revenue	Total Main Estimates	Adjustments (planned spending not in Main Estimates)	Total Planned Spending
Access	659,262	18,446	677,708	(17,710)	659,998	1,690	661,688
Security	367,207	34,373	401,580		401,580	949	402,529
Science and Technology-based Innovation	378,787		378,787		378,787	461	379,248
Total	1,405,256	52,819	1,458,075	(17,710)	1,440,365	3,100	1,443,465

Table 3: Voted and Statutory Items Listed in Main Estimates

(thousands of dollars)

2007-2008			
Vote or Statutory Item	Truncated Vote or Statutory Wording	2007-2008 Main Estimates	2006-2007 Main Estimates
	<i>Canada Border Services Agency</i>		
10	Operating expenditures	1,242,329	1,119,660
15	Capital expenditures	52,819	28,853
(S)	Contributions to employee benefit plans	145,217	145,020
	Total	1,440,365	1,293,533

Note: See Table 3a for explanation of the year-over-year changes.

Table 3a: Explanation of Year-over-year Changes

(thousands of dollars)	Program Activity			
Items	Access	Security	Science and Technology-based Innovation	Total
2006-2007 Main Estimates	752,246	447,250	94,037	1,293,533
Adjustments				
Public security initiatives:				
Funding in support of the Security and Prosperity Partnership (SPP) initiatives: expand the Passenger Name Record program to allow for more effective risk-assessment processes, information gathering and analysis from air carriers; implement the NEXUS Air program nationally; enhance cargo security throughout the supply chain by making Canada's Partners in Protection program more compatible with the Customs-Trade Partnership Against Terrorism program; enhance highway and rail cargo security and expedite processing at the border by developing and implementing electronic manifest reporting; and implement business resumption planning at the border.	7,465	4,201	120,502	132,168
Funding for the arming of border services officers and addressing work-alone situations.		60,535		60,535
Funding for Container Security Initiative, Harmonized Risk Scoring and Advance Reporting initiatives: \$11.8M in additional funding and \$2.6M reduction related to the 2004-2005 re-profiling.		3,014	6,083	9,097
Funding for air cargo security initiative: address the risk of the introduction of explosives in cargo or mail in passenger aircrafts and the use of an all-cargo aircraft as a weapon.	927	1,751	724	3,402
Refugee reform program that ended in 2006-2007.		(3,417)		(3,417)
Reduction for public security initiative. This represents a re-profile from 2005-2006 into 2006-2007.		(7,600)		(7,600)
Sub-total: Public Security Initiatives	8,392	58,484	127,309	194,185
Other initiatives and offsetting items:				
Compensation adjustments related to negotiated and concluded collective agreements and excess collective bargaining received in 2005-2006 and employee benefit plans adjustment.	(22,169)	(10,305)	(1,514)	(33,988)
Reduction for Primary Automated Lookout System initiative. The program ended in 2006-2007.		(31,329)		(31,329)
Funding for the implementation of the Asia-Pacific Gateway and Corridor Initiative, including associated contribution programs and funding.		15,149		15,149
Funding related to border security initiatives announced in the 2005 federal budget: increase operational capacity to improve border security by strengthening presence at the border, address employee health and safety concerns and build a solid foundation for the new agency.	3,781	1,260	3,719	8,760

(thousands of dollars)		Program Activity		
Items	Access	Security	Science and Technology-based Innovation	Total
CBSA's contribution to the Expenditure Review Committee savings – Administrative efficiencies (\$0.4M), procurement (\$4.1M) and 2006 expenditures restraint (\$2.3 M).	(4,459)	(1,079)	(1,261)	(6,800)
Funding for the National Initiative to Combat Money Laundering - bolster the combat against the laundering of proceeds of crime and the financing of terrorist activities.	408	2,819		3,227
Funding related to marine security initiative.		881		
Reduction for Informal Conflict Management System.	(500)			
Transfer to the Canadian Food Inspection Agency.	(1,700)			(1,700)
Transfer from the Department of National Defence for funding related to intelligence officers' workload at the Marine Security Operation Centre in the Pacific and Atlantic regions.		784		784
Transfer from Citizenship and Immigration Canada for compensation adjustment for the Professional Association of Foreign Service Officers		475		475
Transfer to the Department of Foreign Affairs and International Trade for funding related to posting of CBSA intelligence liaison officers to Canberra and London.		(526)		
Reduction for short-term immigration pressures.		(1,628)		(1,628)
A technical adjustment was made to reallocate funds among program activities that is mainly attributable to public security initiatives already included in the Agency's reference levels.	(76,000)	(80,655)	156,497	(158)
Sub-total: Other Initiatives and Offsetting Items	(100,640)	(104,154)	157,441	(47,208)
Total Adjustments	(92,248)	(45,670)	284,750	146,977
2007-2008 Main Estimates	659,998	401,580	378,787	1,440,365

Table 4: Services Received Without Charge

(thousands of dollars)	2007-2008
Accommodation provided by Public Works and Government Services Canada	50,948
Contributions covering the employer's share of employees' insurance premiums and expenditures paid by the Treasury Board of Canada Secretariat (TBS) (excluding revolving funds) and the employer's contribution to employees' insured benefits plans and expenditures paid by the TBS	54,947
Workers' compensation coverage provided by Human Resources and Social Development Canada	383
Salary and associated expenditures of legal services provided by the Department of Justice	5,185
2007-2008 Services Received Without Charge	111,463

Table 5: Summary of Capital Spending by Program Activity

(thousands of dollars)	Forecast Spending 2006-2007	Planned Spending 2007-2008	Planned Spending 2008-2009	Planned Spending 2009-2010
Access	36,637	18,446	18,446	18,446
Security	15,037	34,373	32,193	5,013
Total	51,674	52,819	50,639	23,459

Table 6: Sources of Respendable and Non-respendable Revenue

Respendable Revenue

(thousands of dollars)	Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
<i>Canada Border Services Agency</i>				
Access				
Rights and privileges	814	814	814	814
Services of a regulatory nature	4,238	4,238	4,238	4,238
Services of a non-regulatory nature	12,355	12,355	12,355	12,355
Total – Access	17,407	17,407	17,407	17,407
Science and Technology-based Innovation				
Rights and privileges	303	303	303	303
Total – Science and Technology-based Innovation	303	303	303	303
Total – Respendable Revenue	17,710	17,710	17,710	17,710

Table 6: Sources of Respendable and Non-respendable Revenue

Non-respendable Revenue

(thousands of dollars)		Forecast Revenue 2006-2007	Planned Revenue 2007-2008	Planned Revenue 2008-2009	Planned Revenue 2009-2010
Access					
Sale of goods and services					
	Public building and property rental	297	297	297	297
Total – Access		297	297	297	297
Security					
Adjustments to prior year's payables		1,745	1,745	1,745	1,745
Sale of goods and services		2,177	2,177	2,177	2,177
Miscellaneous					
	Goods and services tax/harmonized sales tax, customs import duties, excise and Air Travellers Security Charge	2,845	2,845	2,845	2,845
	Court fines	709	709	709	709
	Customs seizures	5	5	5	5
	Investigations seizures	11,700	11,700	11,700	11,700
	Port seizures	10,953	10,953	10,953	10,953
	RCMP seizures	24	24	24	24
	Sale of unclaimed goods	3	3	3	3
	Interest and penalties	9,773	9,773	9,773	9,773
	Other	1,988	1,988	1,988	1,988
Total – Miscellaneous		38,000	38,000	38,000	38,000
Total – Security		41,922	41,922	41,922	41,922
Total – Non-respendable Revenue		42,219	42,219	42,219	42,219
Total – Respendable and Non-respendable Revenue					
(thousands of dollars)					
Total – Respendable and Non-respendable Revenue		59,929	59,929	59,929	59,929

Table 7: Resource Requirement by Branch

2007-2008				
	Access	Security	Science and Technology- based Innovation	Total Planned Spending
(thousands of dollars)				
Admissibility	48,022	1,333	363	49,718
Enforcement	3,905	71,152	8,983	84,040
Innovation, Science and Technology	54,680	72,754	343,085	470,519
Operations	513,000	191,844	13,303	718,147
Corporate Management	42,081	65,446	13,514	121,041
Total	661,688	402,529	379,248	1,443,465

Table 8: Details on Project Spending

Over the next three years the following projects have exceeded or are expected to exceed the Canada Border Services Agency's delegated project approval level:

2007-2008

1. Andover, N.B.
2. Cascade, B.C.
3. Douglas, B.C.
4. Lacolle, Que.
5. Sault Ste Marie, Ont. (Lease Commercial Warehouse)
6. St. Stephen, N.B.
7. Aldergrove, B.C.
8. Fraser, B.C.
9. Rigaud, Que. and regions (Arming Initiative)
10. Woburn, Que.
11. Winkler, Man.
12. Wildhorse, Alta.
13. West Poplar, Sask.
14. Enhancing road and rail cargo security – eManifest
15. Canada-U.S. Harmonized Risk Scoring/Advanced Trade Data (HRS/ATD)

2008-2009

1. Douglas, B.C.
2. Sault Ste Marie, Ont. (Lease Commercial Warehouse)
3. St Stephen, N.B.
4. Aldergrove, B.C.
5. Fraser, B.C.
6. Rigaud, Que. and regions (Arming Initiative)
7. Woburn, Que.
8. Winkler, Man.
9. Wildhorse, Alta.
10. West Poplar, Sask.
11. Enhancing road and rail cargo security – eManifest
12. Canada-U.S. Harmonized Risk Scoring/Advanced Trade Data (HRS/ATD)

2009-2010

1. St Stephen, N.B.
2. Aldergrove, B.C.
3. Rigaud, Que. and regions (Arming Initiative)
4. Woburn, Que.
5. Winkler, Man.
6. Wildhorse, Alta.
7. West Poplar, Sask.
8. Enhancing road and rail cargo security – eManifest
9. Canada-U.S. Harmonized Risk Scoring/Advanced Trade Data (HRS/ATD)

Table 9: Status Report on Major Crown Projects

Description

eManifest will ensure that the CBSA has the right information, at the right time and, in the right format in order to make informed examination decisions based on rigorous risk assessment before the arrival of goods at Canada's land border.

Specifically, the eManifest initiative will feature:

- Advance electronic crew, cargo and conveyance information from carriers, freight forwarders, and importers/customs brokers;
- A Web portal option for clients to facilitate compliance;
- Automated risk assessment in advance of the arrival of goods to Canada's borders;
- Streamlined border processing through integrated systems for CBSA officers and the incorporation of transponder technology; and
- Significant investments in the CBSA's information technology infrastructure.

Project phase

eManifest is currently in the project definition phase.

Leading and participating departments and agencies

Lead department or agency	CBSA
Contracting authority	CBSA, Canada Revenue Agency and Public Works and Government Services Canada
Participating departments and agencies	

Major milestones

Major Milestones	Date
Completion of project definition (effective project approval)	September 2007

Table 10: Sustainable Development Strategy

Summary

The CBSA seeks to contribute to a sustainable Canada, with the collaboration of its employees, by thinking and acting in innovative and modern ways. The CBSA's *Sustainable Development Strategy 2007–2009* provides employees and stakeholders with a clear understanding of the CBSA's sustainable development direction and approach.

The Strategy establishes the link between sustainable development and existing policies, programs and operations rather than duplicating or expanding them. Through learning, we will lay the foundation for sustainable development in management and decision-making processes, thus achieving our mandate while contributing to a prosperous economy, the quality of the environment and social equity.

Link

<http://cbsa-asfc.gc.ca/agency-agence/reports-rapports/sds-sdd/sds-sdd-07-09-e.html>

Sustainable Development Strategy 2007-2009: 2007-2008 Targets

Sustainable Development Strategy (SDS) Goal The CBSA is a socially responsible organization		
SDS Target Develop a partnership strategy on sustainable development horizontal issues		
Federal Sustainable Development (SD) Goal n/a	Performance Measure Partnership strategy on sustainable development horizontal issues developed	Expected Results <ul style="list-style-type: none"> Partnership action plan is developed Three partnership opportunities with strategic stakeholders are identified and assessed
SDS Target Develop a 2007-2012 greenhouse gas emissions reduction strategy		
Federal SD Goal Reduce greenhouse gas emissions	Performance Measure Greenhouse gas emissions reduction strategy completed	Expected Results <ul style="list-style-type: none"> Energy consumption profile is established Greenhouse gas emissions reduction plan is developed
SDS Target Apply Leadership in Energy and Environmental Design (LEED) certification standards for new CBSA-owned border crossing facilities		
Federal SD Goal Reduce greenhouse gas emissions	Performance Measure Number and percentage of new LEED-certified facilities	Expected Results <ul style="list-style-type: none"> All new CBSA-owned border crossing facilities are LEED certified
SDS Target Reduce by 15% (from 2002–2003 levels) greenhouse gas emissions per vehicle		
Federal SD Goal Reduce greenhouse gas emissions	Performance Measure Annual average of greenhouse gas emissions per vehicle kilometre	Expected Results <ul style="list-style-type: none"> Vehicle fleet profile is established Vehicle fleet management framework is developed and implemented

SDS Target Purchase ethanol-blended fuel for vehicle fleet, where available		
Federal SD Goal Reduce greenhouse gas emissions	Performance Measure Percentage of ethanol-blended gasoline purchased	Expected Results <ul style="list-style-type: none"> Fuel consumption profile is established National list of ethanol fuel suppliers is created and communicated
SDS Target Develop and implement a national green procurement program		
Federal SD Goal Strengthen federal governance and decision making to support sustainable development	Performance Measure Dollar value and percentage of green assets purchased (goods and services)	Expected Results <ul style="list-style-type: none"> National green procurement program is developed and implemented, including monitoring and reporting systems
SDS Goal The CBSA is an employer of choice		
SDS Target Develop and implement a paper reduction policy		
Federal SD Goal n/a	Performance Measure Volume of paper purchased (office paper and forms)	Expected Results <ul style="list-style-type: none"> Paper consumption profile is established Paper reduction action plan is developed and implemented
SDS Target Undertake a pilot project that uses technology in a boardroom to reduce travel		
Federal SD Goal n/a	Performance Measure Number of electronic components installed in the boardroom	Expected Results <ul style="list-style-type: none"> Tele- and video-conferencing systems are installed in one boardroom
SDS Goal The employees of the CBSA contribute to a sustainable Canada		
SDS Target Create a virtual sustainable development centre of expertise		
Federal SD Goal n/a	Performance Measure Click-through rate on the virtual sustainable development centre of expertise	Expected Results <ul style="list-style-type: none"> Click-through rate of the sustainable development intranet site is increased

Table 11: Internal Audits and Evaluations**Upcoming Internal Audits (next three fiscal years)**

Name of Internal Audit	Audit Type	Status	Expected Completion Date
NEXUS	Compliance	In progress	April 2007
Travel and hospitality	Compliance	In progress	April 2007
Systems under development (phase 2)	Information Technology	In progress	June 2007
Systems under development (phase 3)	Information Technology	In progress	June 2007
Immigration controlled forms	Compliance	In progress	September 2007
Fleet Management	Financial and Compliance	In progress	September 2007
Information technology service level agreements and memorandum of understanding information technology services	Information Technology	In progress	September 2007
Warehouse security	Compliance	In progress	September 2007
Emergency preparedness	Compliance	In progress	November 2007
Human resources planning	Management	In progress	November 2007
Arming pre-implementation	Pre-implementation	In progress	December 2007
Asset management	Financial and Compliance	In progress	December 2007
Information technology infrastructure and general controls	Information Technology	In progress	December 2007
Year-end procedures 2006-2007	Financial	Planned	December 2007
Control and disposal of detained and seized goods	Compliance	Planned	February 2008
Financial signing authorities - Section 34	Financial and Compliance	Planned	February 2008
Program integrity of commercial operations	Compliance	Planned	February 2008
Risk assessment detention and removals	Management	Planned	February 2008
The Internal Audit Plan was initially approved by the Audit Committee in March 2005 and updated in June 2006. The plan was originally established for three fiscal years (2005-2006 through 2007-2008). However, it is currently being revised and a new multi-year plan for 2007 to 2009 is expected to be approved in the first quarter of the 2007-2008 fiscal year.			

Table 11: Internal Audits and Evaluations

Upcoming Evaluations (Next three fiscal years)

Name of Evaluation	Status	Expected Completion Date
Rail Export Verification Unit	In Progress	March 2007
Customs Self-Assessment	In Progress	March 2007
Targeting	In Progress	September 2007
Free and Secure Trade (FAST)	In Progress	September 2007
NEXUS Highway	Planned	December 2007
Export programs	Planned	March 2008
Contraband/security examinations	Planned	March 2008
Detention	Planned	June 2008
Marine Centre of Expertise	Planned	June 2008
Remote Area Border Crossing/Remote Ports Program	Planned	September 2008
Container Security Initiative	Planned	December 2008
Administrative Monetary Penalty System (AMPS)	Planned	December 2008
Staffing function	Planned	December 2008
Arming Initiative	Planned	March 2009
Duty-free shops	Planned	March 2009
War Crimes* Program (led by Department of Justice)	Planned	March 2009
Investigations program	Planned	June 2009
Migration Integrity Officer Network (Anti-Fraud)	Planned	June 2009
Client services	Planned	June 2009
eManifest	Planned	March 2010
<p>The evaluation priorities reflected in the 2006-2009 CBSA Risk-Based Multi-Year Evaluation Plan were approved by the Internal Audit and Evaluation Committee in June 2006. The list above also includes evaluation commitments in Treasury Board submissions approved after June 2006. These evaluations (Arming Initiative and eManifest) will be incorporated into the <i>2007-2010 CBSA Risk-Based Multi-Year Evaluation Plan</i>.</p>		

Table 12 Horizontal Initiatives

In 2007-2008, the CBSA will be a partner in the following horizontal initiatives:

- 2010 Winter Olympic and Paralympic Games – Delivering on our Commitments
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/olym-olym/description_e.asp
Lead: Canadian Heritage
- National Initiative to Combat Money Laundering
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/nicml-inlba/description_e.asp
Lead: Department of Finance
- Canada's Drug Strategy
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/cds-sca/description_e.asp
Lead: Health Canada
- Federal Tobacco Control Strategy
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/ftcs-sflct/description_e.asp
Lead: Health Canada
- Canadian Firearms Program
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/cfp-pcaf/description_e.asp
Lead: Royal Canadian Mounted Police
- Marine Security
http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/ms-sm/description_e.asp
Lead: Transport Canada
- Asia-Pacific Gateway and Corridor Initiative
<http://www.tc.gc.ca/majorissues/APGCI/menu.htm>
Lead: Transport Canada and Foreign Affairs and International Trade Canada

Information on horizontal initiatives can be found on the Treasury Board of Canada Secretariat at http://www.tbs-sct.gc.ca/rma/eppi-ibdrp/hrdb-rhbd/profil_e.asp.

SECTION IV – OTHER ITEMS OF INTEREST

Corporate Management and Direction

The CBSA continues to make gains in its efforts to realize its third and fourth priorities: strong internal and external relationships, and a modern management regime. These priorities fall under the CBSA's Corporate Management and Direction program activity. Nonetheless, the recently completed resource base (funding) review has identified gaps for which additional resources are required in order for the CBSA continue to deliver on these priorities and maintain and enhance the integrity of its Corporate Management and Direction programs.

Some of the related initiatives for 2007-2008 are highlighted below.

The CBSA contributes to the economic prosperity of Canadians through the collection of approximately \$27 billion of duties and taxes assessed against imports of goods and services. The CBSA has identified the initiation of a project aimed at the modernization and re-engineering of the revenue management process as essential to the efficient and effective execution and fulfillment of its obligations under this mandate.

Client-based accounts receivable, cash collection and refund payment processes and systems

Beginning in 2007-2008, the CBSA will begin a multi-year project to establish an integrated system and supporting processes for the collection of tax revenues, fees and penalties on a client-account basis to support the Agency's reporting of these revenues on an accrual basis and in the issuance of audited financial statements. The CBSA expects to deploy the commercial tax accounts receivables system by the end of 2009-2010. A number of existing legacy systems either do not meet Office of the Auditor General of Canada (OAG) requirements or have inadequate internal controls. Among its many benefits, the replacement of these legacy systems will result in quicker and more efficient accounts receivable collection through electronic statement and cash collection processing, increased interest revenues from overdue accounts, a reduction in bad debts and more efficient overdue accounts processing. A complete project plan for the replacement revenue systems project will be completed by March 31, 2008.

Ensuring readiness to undergo financial statement audits

Under the Government of Canada's plan, the OAG will perform annual audits of departmental financial statements. The first CBSA financial statement audit will be conducted on the 2008-2009 fiscal year. The CBSA completed an audit readiness assessment in late 2006 that reviewed the Agency's ability to sustain an efficient financial statement audit. In response to the audit readiness review, the CBSA will put in place policies and procedures to control financial reporting and develop internal control frameworks for revenue and salary processes as well as work towards supporting system and process solution options.

Developing a human resources plan for 2008-2009 that integrates employment equity, official languages and a resourcing strategy

In 2007-2008, the Agency will develop a more detailed, integrated human resources plan that will serve as a link between human resources management and the overall Strategic Plan of the Agency. This plan will identify current and future human resources needs for the CBSA and optimal strategies and activities for human resources management programs and services such as recruitment, retention, learning, employee development, employment equity, official languages, organization design, classification, wellness and succession management.

Beginning to develop a leadership framework that will include a support network

An important component of the CBSA's Human Resources planning in 2007-2008 is the development of a leadership framework that will help the CBSA to attract, develop and retain the best, brightest and most creative leaders; build a CBSA leadership capacity to develop sound policy, deliver excellent service and meet evolving CBSA business goals; allow the Agency to properly recognize managers and the unique work and role for which they are responsible within the Agency; and develop a support network, learning and development products, related policies, procedures and tools for managers.

Implementing the CBSA learning framework

In 2007-2008, the CBSA will begin the phased-in implementation of its learning framework in order to provide the support required to its high-performing employees. Implementing this phased-in approach will help the Agency to plan and report based on strong metrics, support CBSA and government-wide priorities and initiatives, and create a learning organization.

The Agency further recognizes the primary importance of continual learning in the workplace. By March 31, 2008, the Agency will create a CBSA learning policy, develop an Agency-wide learning plan and design a trainers' certification program. These actions to support learning will enhance development opportunities for employees at all levels and will ensure that challenges and risks related to workforce demographics are mitigated to the greatest possible extent. The learning framework will support achieving a sustainable workforce that is able to meet the continuing transformation of the Agency's business in the future.

Labour relations

The *Public Service Labour Relations Act* specifically recognizes that harmonious labour-management relations are essential to a productive and effective public service. In 2007-2008, the CBSA will continue its collaborative efforts with labour unions through communication and sustained dialogue with the aim of achieving fair, credible and efficient resolution of matters of concern. These efforts are expected to improve the Agency's efficiency and productivity, and to enhance the Agency's progress on its initiatives by increasing their acceptance by employees. Throughout the fiscal year, particular attention will be given to including union representatives on committees and working groups, building consultation infrastructures and resolving issues of concern by way of both informal and formal processes. The CBSA's Informal Conflict Management System (ICMS), through its network of ICMS regional advisors, coordinators and

trained volunteer mediators, will continue to raise the profile and understanding of the ICMS as an alternative to formal dispute resolution within the Agency.

Values and ethics

We will continue to move forward with the implementation of the CBSA's Values and Ethics Action Plan. This will include carrying out activities to assist employees in identifying, assessing and resolving ethical issues in keeping with the responsibilities outlined in the *Values and Ethics Code for the Public Service*. Our two national Values and Ethics advisors, working with an Agency-wide network, will continue to consult with other departments and agencies to benefit from their best practices in establishing a robust values and ethics regime. In addition, we will take steps to measure and track the effectiveness of the CBSA's Values and Ethics program, and to build recognition within the Agency of the Values and Ethics advisors as a centre of expertise for employees at all levels dealing with ethical issues.

Occupational health and safety

In 2007-2008, the CBSA will take action on a number of fronts to promote and maintain an effective national health and safety program that protects the health and safety of all employees in the work place. The Agency will continue to work in concert with union representatives via the National Policy Health and Safety Committee to ensure that appropriate consultation takes place on all health and safety concerns affecting employees.

Key initiatives will include the development and implementation of mandatory health and safety training and awareness programs; the development of preventative measures to eliminate or control, to the greatest extent possible, the occurrences of injuries in the future; and the provision of health and safety advice and guidance throughout the Agency to support the development and implementation of new programs.

Employment equity

The CBSA is committed to building a representative workforce that reflects the diversity of the Canadian population by undertaking the following activities: developing and communicating a policy on duty to accommodate throughout the Agency; undertaking a targeted workforce analysis to identify under-representation of designated groups for some key occupations, such as border services officers and executives; and initiating an employment systems review to identify the barriers.

Frontière/Border Group

The Agency anticipates moving forward to implement its Frontière/Border (FB) occupational group, a group that was built on the CBSA's own tailored classification standard and structure that applies to the core business functions of border operations, management and program support. Collective bargaining is expected to commence in 2007-2008 for those employees who will be classified in the FB group.

Putting in place key components of an information management program including a vision, governance structure, implementation plan, policy framework and training and awareness components

In 2007-2008, the CBSA will begin to implement recommendations of the Information Management Capacity Check commissioned by the Agency, in order to establish an information management (IM) program that is compliant with and responsive to Government of Canada requirements, including applicable legislation.

The IM activity that will be undertaken in 2007-2008 will include beginning the process of developing: an IM framework (i.e. a vision, governance structure and implementation plan); a policy framework to manage information throughout the lifecycle including audit, evaluation and compliance; and training and awareness for both the regions and headquarters.

Stabilizing and strengthening the access to information and privacy function

In accordance with the principles of open government and the protection of the privacy of the individual, the CBSA must comply with the statutory requirements of the *Access to Information Act* and the *Privacy Act*.

In 2007-2008, the CBSA will further reduce access to information and privacy (ATIP) request backlogs, allowing the Agency to meet legislative requirements for the majority of requests. The Agency will also finalize the organizational structure and develop a training and recruitment plan for the ATIP function to ensure future consistency with requirements.

Beginning to implement a strong performance measurement platform for the CBSA

The performance measurement platform for the CBSA includes reports and tools that enable the Agency to track its progress towards meeting its vision and priorities and to concisely demonstrate results and the benefit of programs and activities to Canadians. In 2007-2008, we will work to make our performance management platform more robust to better support decision making. Specifically, we will revise and complete the development of the Program Activity Architecture, including results, indicators and accountabilities in accordance with Treasury Board of Canada Secretariat guidelines.

Long-term accommodations strategy

In order to meet both the immediate accommodation needs of the Agency and its future growth needs, in 2007-2008 the CBSA will undertake a review of the long-term accommodations strategy and develop a plan to ensure that the Agency has sufficient space to accommodate existing staff and its planned workforce growth for the next three years. This renewed strategy will take into consideration the Agency's initiatives and special projects, including those discussed elsewhere in this Report on Plans and Priorities.

The CBSA anticipates significant growth in its full-time-equivalent base over the coming three years, in both the regions and at headquarters. In 2007-2008, the Agency will continue its negotiations with Public Works and Government Services Canada (PWGSC) to ensure that our

accommodation requirements are met. Additional measures will be taken in 2007-2008 to expand the CBSA national training facility in Rigaud, Quebec, to accommodate training for border services officers on the use of duty firearms; to explore options for the relocation of the CBSA Laboratory; and to formalize the PWGSC long-term accommodations strategy for the CBSA.

Construction of new border infrastructure facilities

In 2007-2008, the CBSA will complete the construction and the majority of the work leading up to the commissioning in 2008 of a new port of entry at Douglas, British Columbia. This port of entry will be the highest-volume passenger vehicle land port of entry in the Pacific region. The CBSA will also seek Treasury Board of Canada Secretariat approval to begin a new major construction project at St. Stephen, New Brunswick, including the design, construction and commissioning of the new port of entry. When it is completed in 2008, the new port will provide a direct highway link between St. Stephen and Calais, Maine, thereby alleviating traffic congestion in downtown St. Stephen.

Allocation of 2007-2008 Corporate Management and Direction Resources to Other Program Activities

(thousands of dollars)	Access	Security	Science and Technology-based Innovation	Total
2007-2008 ARLU ¹	100,420	56,701	59,071	216,192
Human resources (FTEs)	445	251	262	958
Percentages	46%	26%	27%	100%

¹ Annual Reference Level Update

Other Programs and Services

Program Activity: Security

Partners in Protection:

<http://www.cbsa-asfc.gc.ca/general/enforcement/partners/menu-e.html>

Irregular Migration:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0128migration-e.html>

National Risk Assessment Centre:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125risk-e.html>

Canada's War Crimes Program:

<http://www.cbsa-asfc.gc.ca/general/enforcement/annual/menu-e.html>

Missing Children Program:

<http://www.cbsa-asfc.gc.ca/general/enforcement/missing-e.html>

Container Security Initiative:

http://www.cbsa-asfc.gc.ca/general/enforcement/csi_irsc-e.html

Cross Border Currency Reporting Program:

<http://www.cbsa-asfc.gc.ca/general/cmr/menu-e.html>

Customs Controlled Areas:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0124controlled-e.html>

Contraband Detection Equipment:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125detection-equipment-e.html>

Radiation Detection Equipment:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0421radiation-e.html>

Mobile Vehicle and Cargo Inspection System:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125vacis-e.html>

Detector Dog Service:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2005/0125ddog-e.html>

In-transit Container Targeting at Seaports:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/sep/seaports-e.html>

Arrests and detentions:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0311ArrestsDetentions-e.html>

Removals:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2004/0311Removals-e.html>

Investigations:

<http://www.cbsa-asfc.gc.ca/general/investigations/menu-e.html>

Harmonized Commercial Processing of Goods:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/sep/harmonized-e.html>

Advance Commercial Information:

<http://www.cbsa-asfc.gc.ca/import/advance/menu-e.html>

Advance Passenger Information/Passenger Name Record:

www.cbsa-asfc.gc.ca/general/enforcement/api_ipv-e.html

Integrated Primary Inspection Line System:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/jan/ipil-e.html>

Program Activity: Access**Anti-Dumping and Countervailing Program:**

<http://www.cbsa-asfc.gc.ca/sima/menu-e.html>

Partnerships (other government departments):

http://www.cbsa-asfc.gc.ca/export/ogd_links-e.html

Administrative Monetary Penalty System:

www.cbsa-asfc.gc.ca/general/amps/menu-e.html

Duty-free Shops:

<http://www.cbsa-asfc.gc.ca/import/duty-e.html>

Tariff Classification:

http://www.cbsa-asfc.gc.ca/general/publications/customs_tarriff-eng.html

Trade incentives Programs:

<http://www.cbsa-asfc.gc.ca/general/fairness/dut-relief-e.html>

Canadian goods abroad:

<http://www.cbsa-asfc.gc.ca/E/pub/cm/d8-2-1/d8-2-1-e.html>

Duty Deferral Program:

<http://www.cbsa-asfc.gc.ca/eservices/bis/bis67-e.html>

Valuation:

<http://www.cbsa-asfc.gc.ca/import/valuation/menu-e.html>

Harmonized Commercial Processing of Goods:

<http://www.cbsa-asfc.gc.ca/newsroom/factsheets/2002/sep/harmonized-e.html>

CANPASS:

<http://www.cbsa-asfc.gc.ca/travel/canpass/menu-e.html>

Origin:

<http://www.cbsa-asfc.gc.ca/import/accountingintro-e.html> - P305_26310

Postal Program:

<http://www.cbsa-asfc.gc.ca/import/courier/postal/menu-e.html>

Courier/LVS (low-value shipment) Program:

<http://www.cbsa-asfc.gc.ca/import/courier/courier/menu-e.html>

Telephone Reporting:

<http://www.cbsa-asfc.gc.ca/travel/canpass/telephone-e.html>

Recourse/appeals:

http://www.cbsa-asfc.gc.ca/general/disagree/your_right-e.html

Mandatory Harmonized System:

<http://www.cbsa-asfc.gc.ca/import/advance/menu-e.html> - hs

Free and Secure Trade Program (FAST):

<http://www.cbsa-asfc.gc.ca/import/fast/menu-e.html>

Customs Self Assessment Program:

<http://www.cbsa-asfc.gc.ca/import/csa/menu-e.html>

Commercial Driver Registration Program:

<http://www.cbsa-asfc.gc.ca/import/cdrp/menu-e.html>

NEXUS:

<http://www.cbsa-asfc.gc.ca/travel/nexus/menu-e.html>

Commercial Release Operations Support System (ACROSS):

http://www.cbsa-asfc.gc.ca/eservices/ogd/about_edi-e.html

Other links**2006 Government On-Line (overview report)**

http://www.gol-ged.gc.ca/rpt2006/rpt/rpt00_e.asp

Appendix A: Examples of Key Partners and Stakeholders

Key partners and stakeholders	
Government	
<ul style="list-style-type: none"> ✓ Public Safety and Emergency Preparedness Canada and the other portfolio partners: <ul style="list-style-type: none"> ▪ Canadian Security Intelligence Service ▪ Royal Canadian Mounted Police ▪ Canada Firearms Centre ✓ Other federal departments and agencies: <ul style="list-style-type: none"> ▪ Citizenship and Immigration Canada ▪ Canada Revenue Agency ▪ Canadian Food Inspection Agency ▪ Immigration and Refugee Board of Canada ▪ Passport Office ▪ Foreign Affairs and International Trade Canada ▪ Health Canada ▪ Public Health Agency of Canada ▪ Justice Canada ✓ Provinces and territories ✓ Municipalities ✓ Foreign governments and agencies, including the United States, Mexico and the United-Kingdom 	
	<ul style="list-style-type: none"> ▪ Correctional Service of Canada ▪ National Parole Board ▪ Canadian International Development Agency ▪ Department of Finance ▪ Privy Council Office ▪ Treasury Board of Canada Secretariat ▪ Canadian International Trade Tribunal ▪ Transport Canada ▪ Regional development agencies among others
Law-enforcement agencies	
<ul style="list-style-type: none"> ✓ Federal, provincial and municipal police forces ✓ Foreign border and enforcement agencies, particularly U.S. Customs and Border Protection and U.S. Immigration and Customs Enforcement 	
Stakeholders and advisors	
<ul style="list-style-type: none"> ✓ Canada Border Services Advisory Committee ✓ Border Commercial Consultative Committee ✓ Bridge, port and airport authorities ✓ Multilateral organizations: <ul style="list-style-type: none"> ▪ World Customs Organization ▪ World Trade Organization ▪ European Union ▪ Asia-Pacific Economic Cooperation ▪ G8 ▪ Four-Country Conference ✓ Industry, trade and tourism associations, chambers of commerce ✓ Non-governmental organizations: <ul style="list-style-type: none"> ▪ Canadian Red Cross ▪ Canadian Council for Refugees ▪ Cross-Cultural Roundtable on Security ✓ Academic and research communities 	
	<ul style="list-style-type: none"> ▪ Intergovernmental Consultations on Asylum, Refugee and Migration Policies ▪ United Nations High Commissioner for Refugees among others ▪ Ethno-cultural groups among others

Appendix B: Human Resources Plan

Introduction and overview

This Human Resources (HR) Plan for 2007-2008 focuses on the immediate short-term need to address key workforce challenges for the coming year and sets the foundation for the further refinement of a more comprehensive, integrated and forward-looking HR Plan. The Plan is built on the business priorities identified by CBSA senior management. It is consistent with central agency direction for human resources planning and it is aligned with our over-arching strategic goal to develop the workforce to take on the challenges of the future.

Furthermore, for this planning cycle, the human resources management function has been engaged at the front end so that the HR Plan links directly to the four strategic priorities of the Agency.

The two components of the HR Plan are as follows:

1. **Addressing the workforce skills and capacity challenges for the year ahead** – focusing on meeting skills requirements and addressing skills capacity gaps in the five key areas identified below and linked to the Agency's first three strategic priorities.
2. **Solidifying the Agency's human resources management regime** – focusing on how we will manage our workforce and workplace in the context of our fourth strategic priority: a modern management regime.

The HR Plan is outlined below in the established format from the Public Service Human Resources Management Agency of Canada:

- Business Goals/Strategic Priorities
- Environmental Scan
- Gaps/Priorities for Action
- Strategies to Address Gaps
- Monitoring, Evaluating and Refining the Plan

1. Business Goals/Strategic Priorities

In the context of Strategic Priority 4 – A modern management regime – our primary objective is to develop and implement HR plans and strategies to ensure that the CBSA attracts and retains a skilled and representative workforce, which is able to take on the challenges of the future and operate in a productive and healthy workplace. Our HR Plan will focus on key initiatives on how we manage our workforce with an emphasis on leadership, learning, labour relations, health and safety, integrated HR planning, employment equity, classification reform and values and ethics. This is our workforce and workplace "people management" component.

In the context of the other three strategic priorities, our HR Plan will focus on meeting the workforce recruitment and capacity building requirements in key priority areas.

Strategic priority 1 – Effective delivery of programs and services – our efforts will focus on HR strategies for building **program expertise capacity** in high-risk functions, on **National Border Services Officer Recruitment** and on the **Arming Initiative**.

Strategic priority 2 – Innovating for the border of the future – our efforts will focus on addressing workforce gaps in **information technology**, research technology and systems.

Strategic priority 3 – Strong Internal and external relationships – our efforts will focus on enhancing our strategic **policy capacity**.

2. Environmental Scan

External – Demographics and the labour market

The Canadian population is aging and workers are retiring earlier than in past generations. The percentage of persons retiring before 60 years of age rose from 29% in 1990 to 43% in 2000. Departures from the workforce will accelerate around 2010 as the oldest baby boomers begin turning 65. The workplace is also influenced by the continual expansion of the knowledge-based economy and the parallel increase in the level of education of the population. Additionally, the workplace must adapt to the needs and expectations of the generations entering the workforce today, as these differ from those of previous generations. Although no widespread labour shortages are expected, there may be shortages of specific skills. All organizations in both the private and public sectors must be ready to compete for increasingly scarce talent.

It is projected that by 2011, all labour force growth will result from immigration, leading to an increase in the workforce availability of visible minorities. Women constitute the second-largest contributor to labour force growth. Fifty-seven percent of all women aged 15 and over in 2003 had jobs, up from 42% in 1976. In contrast, 68% of men were employed in 2003, down from 73% in 1976. Thirty-five percent of the Aboriginal population is under the age of 15, in contrast to 21% of the total population that falls in this age group and the Aboriginal population is growing at a rate almost twice that of the Canadian population.

English-speaking Canadians represent the majority of the population (59.1%), followed by French-speaking Canadians (22.9%). Official bilingualism increased from 17% in 1996 to 17.7% in 2001. It ranges from 9% for English speakers to 14% among allophones to 43.4% among French speakers.

Internal – The public service and the CBSA

Public service renewal is a main priority of the Clerk of the Privy Council. The CBSA challenge is one of renewal **and** expansion. Our labour force is expanding as security comes to the forefront of the Agency's agenda. In addition, our mandate is changing as the security agenda captures more profile. Competition within other specialty labour markets, such as for human resource practitioners (PE group); financial managers, (FI group) and IT professionals (CS group), is also increasing as the demographics of the aging labour market are compounded by the rising level of specialized preparation required for these and other groups of employees.

The social policy imperatives regarding the representative workforce that can provide service in both official languages challenge the CBSA in relation to other employers because, not only are

we recruiting a specialized workforce, but it must also be one that meets the criteria associated with the *Employment Equity Act* and the *Official Languages Act* as well. The HR strategy for the CBSA, particularly for specialized positions, must be focused on employee development, succession planning and retention strategies as much as recruitment.

The HR management context

The *Public Service Modernization Act* (PSMA) promotes an integrated approach to HR management and stresses both accountability and flexibility in HR practices. The CBSA has taken steps, and will continue to take steps that capitalize on this flexibility. The creation of the new Frontière/Border (FB) classification standard, the Informal Conflict Management System and our strong staffing policy suite demonstrate our ability to lever the PSMA as a mechanism to meet our challenges.

3. Gaps/Priorities for Action

Based on our HR needs in the Agency's three strategic priorities, five gaps/priorities have been identified for attention in the upcoming fiscal year:

- Arming Initiative
- National Border Services Officer Recruitment, Training and Development
- Program Expertise
- Information Technology
- Policy Capacity

4. Strategies to Address Gaps

a) Arming Initiative

Arming CBSA officers will enable them to carry out enforcement activities to a greater extent before involving police agencies, and it will also enhance security by allowing officers to mitigate risks associated with operating in uncontrolled environments. This will provide greater flexibility while undertaking enforcement activities.

The CBSA will begin training and equipping 3,600 border services officers at land and marine ports of entry with duty firearms. An additional 800 officers who are performing inland enforcement functions will also be similarly trained and equipped, and plans are also under-way to take on 400 new permanent officers who will be assigned to current work-alone sites.

It is critical that appropriate care be taken to ensure that the essential policies and training are in place before implementation. The CBSA is committed to ensuring that this Initiative is implemented safely, professionally and without unnecessary delay.

The Human Resources Branch will provide support, advice and consultation on this Initiative. The Branch will work with the Arming Task Force on HR policy development and implementation; ensure that the Agency resourcing strategy reflects the needs of the Arming Initiative; provide advice on employee and labour relations issues as they arise; ensure that mechanisms are in place to accommodate individuals who are unable to meet the requirements of the new regime; and assist with change management as the Initiative is implemented.

b) National Border Services Officer Recruitment (training and development)

The National Border Services Officer Recruitment requires significant upfront planning not only with the eight CBSA regions but also with the CBSA Learning Centre in Rigaud, Quebec. This streamlined, national process of recruiting meets the Public Service Commission of Canada's policy on national area of selection, avoids staffing duplication, ensures availability of pre-qualified candidates and facilitates the recruitment of a workforce representative of the Canadian population.

The border services officer is the feeder group for many of the Agency's positions, as well as being the largest single complement (approximately 4,950 employees or 35% of the jobs in the Agency). This **national initiative** is designed to ensure that there is a steady flow of trained officers, where and when they are needed.

Analysis of the current regionally based recruitment process has indicated that a number of factors, such as the wide variation in local labour markets, the different needs at the local level and capacity issues at the CBSA Learning Centre have challenged the effectiveness of current recruiting practices. A nationally co-ordinated process will result in a smoother flow of incoming officers, who can be made available in the areas of the country where they are needed most, regardless of their region of origin.

The first national poster will be ready in spring 2007. As individuals who are recruited through the national recruitment program complete their mandatory training and are available for placement, it will be easier to staff hard to recruit geographic areas and will greatly increase the employer's flexibility.

c) Program expertise

The CBSA is a relatively new agency that came together from program areas of three complex legacy departments. Each of those departments functioned within a unique context, with specific legislative mandates and business processes. Since components of the legacy departments merged, it has become apparent that the inherited program expertise is at risk. As a result, there are several key program areas within the CBSA, such as immigration and food, plant and animal inspection that are particularly vulnerable to the erosion of program expertise.

The CBSA will undertake a comprehensive succession management program to deal with these key areas. The program areas will be formally identified, the skill sets and behaviours understood, and necessary training and development accessed. In the immediate term, mechanisms for exchanges with other departments, as well as other methods of knowledge transfer, including mentorship, will be identified and implemented.

Work will take place in the 2007-2008 fiscal year to address the needs identified above. The Human Resources Branch will take the lead on the creation of a framework for development/apprenticeship processes for specific shortage areas and branches will be able to tap into that framework.

d) Information technology

Environmental scans reveal that workforce requirements increasingly call for more “technology-savvy” workers and skilled project managers. As a leading science and technology-based organization, attracting and maintaining a highly skilled and capable workforce is critical to our success. Our existing and new systems will continue to use more advanced technologies to manage and deliver our border programs and provide the right information at the right time regarding travellers and goods entering Canada. More and more we will use tools and advanced technologies that will change the face of the border management and further enable “pushing the border out.” Advanced technology and science is changing the way we do business. It is imperative that we have the critical professional skills and knowledge base to be able to develop, deliver and maintain advanced technology solutions for the future. It is also critical that we ensure our employees in the field have the essential skills and training to use these advanced systems and technologies, which will help in making our border not only safe, but also “smart.”

We currently have a cadre of over 400 staff in the Computer Systems (CS) occupational group. Although there are some CS employees who are nearing retirement, overall it is a fairly young workforce. A key focus is retention and development of existing staff while at the same time expanding the existing workforce to address anticipated needs and targeting highly specialized advanced skills where there is currently a shortage. Significant recruitment of CS staff and gathering a thorough understanding of the impact of technology on field staff are currently underway.

A review of the National Capital Region resourcing work plan indicates that there will be no fewer than five processes for CS individuals at varying levels in the coming fiscal year, with projections that this level of recruitment will continue in the 2008-2009 fiscal year. Processes are both internal and external, which indicates that the Agency is prepared to leverage the flexibility offered by the new *Public Service Employment Act* in its recruitment processes. This level of activity indicates that there is wide recognition that a full complement of well-trained and diverse IT professionals is mission critical, especially as the Agency continues to develop and implement leading-edge science and technology-based solutions and systems in support its mandate.

The science-based nature of the Agency also necessitates that we continue to nurture and enhance our capabilities in specific science and engineering areas.

The Agency will begin to enhance its understanding of how changes in technology will impact the skill sets of the broader workforce. This enhanced understanding will facilitate the effective recruitment, development and retention of staff required to support the ongoing shift in our approach to business. We will identify the skill sets and behaviours required to work in the increasingly information-intensive and science and technology-enabled world of border management, and as well identify the necessary support required for optimum performance and incorporate this into our workforce development activities.

e) Policy capacity

Given our business direction to build and leverage strong national, international and internal government relationships, we need to enhance the level of policy expertise within the Agency. There is a need for individuals who can research, analyze, and recommend on key policy

initiatives, as well as ensure that suggested policy initiatives make sense in the field – and this skill set is unique. It consists of both professional preparation and specialized program skill and knowledge. The level of educational preparation for these positions is high and competition for individuals with these skill sets is severe. To meet this challenge, the Agency will initiate the creation of a recruitment, development and retention plan that will support our requirements for generic policy capacity.

5. Monitoring, Evaluating and Refining the Plan

Work on detailed action plans for each of the five identified priorities noted above will take place towards the end of the 2006-2007 fiscal year, with implementation to begin early in 2007-2008.

The final evaluation of the Plan, in relation to the identified priorities and related strategies, will take place early in the 2008-2009 fiscal year. The results of the 2005 Public Service Employee Survey will serve as a yardstick against which to measure our progress in developing a fair, healthy and safe workplace and a principled, productive and adaptable workforce.

Summary

This document provides the highlights of a high-level plan, based on the gaps between the current state of HR at the CBSA and our future direction.

As the Agency works through the implications of each series of activities identified, there is an expectation that the Plan and associated interventions will evolve based on issues and needs as they are identified. There is an expectation that the act of developing the HR Plan within a volatile and expansionary environment will lead to several iterations, which will only increase the effectiveness of the process and the calibre of results.